



Transportation Performance Audit Board
Review of Performance and Outcome
Measures of the Washington
State Department of Licensing's
Transportation-Related Programs

Volume 4
Evaluation of Performance
Management and
Measurement

SMG/Columbia Consulting Group

Final Report

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of the Washington Department of Licensing's
Transportation-Related Programs

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Evaluation of Performance Management and Measurement

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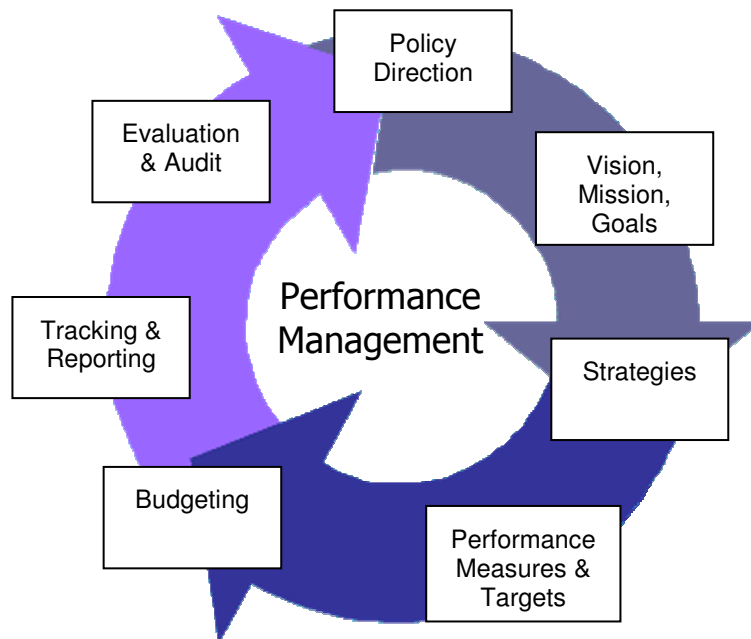
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I. Introduction & Methodology

- This is the fourth volume of SMG/Columbia Consulting Group's report of the review of the Washington Department of Licensing (DOL)'s transportation-related performance and outcome measures for the Transportation Performance Audit Board (TPAB).
- For this part of our review, SMG used the entire body of information collected from documents, interviews, and surveys to evaluate the Department of Licensing (DOL)'s performance management and measurement as it relates to its transportation-related programs.
- SMG collected and categorized all of the transportation-related measures that the agency is currently using or is beginning to use. Some of these are published; some are used for day-to-day management. We identified 73 oversight measures and over 300 operating measures.
- We also selected a sample of 56 measures to review in more detail.
- This volume answers the remaining questions asked by the Transportation Performance Auditing Board (TPAB) in its Request for Proposals, and presents our findings for this part of the review.

I.1 Evaluating "Performance Management"

Performance management goes beyond the simple development and reporting of performance or outcome measures. A fully functioning performance management system becomes an efficient driver of performance improvements when all the components of the system are fully developed and linked in a continuous process, as illustrated below.



SMG focused its evaluation of DOL's performance management and measurement on three major areas:

- 1) **Individual Measures:** We reviewed a sample of measures to determine if the performance measures being reported are reliable indicators of agency activity. We interviewed "measure owners" to understand if each measure was:
 - Valid
 - Well-specified/defined
 - Controllable
 - Based on verifiable data
 - Associated with benchmarks/baselines and targets
- 2) **Performance Reporting:** We identified the DOL's relevant performance reports and evaluated how effectively they are used to communicate agency performance. For each report, we asked the following questions:
 - Is it useful?
 - Is it understandable?
 - Is it affordable/cost effective to produce
 - Is it accessible to those who need it?
 - Is the report timely?
- 3) **The Performance Management System:** We reviewed the collective components of "performance management", as described in the above graphic, in order to evaluate how effectively the various functions are linked and support one another to drive performance improvement. Our overall evaluation criteria included:
 - Alignment
 - Balance
 - Accessibility
 - Outcome Oriented
 - Management Processes

1.2 Organization of this Volume

The remainder of this volume is organized into four sections:

Section II – Answers to the TPAB's remaining questions related to performance measurement and management

Section III – Sample Measure Evaluation

Section IV – Performance Reporting Evaluation

Section V – Performance Management System Evaluation

II. Answers to the Transportation Performance Audit Board's Questions

1. Are the Department's published performance and outcome measures consistent with legislative mandates, and department strategic plans, mission statements, and goals and objectives?

- According to the Office of Financial Management (OFM), the Agency Activity Inventory (AAI) is the primary source for the DOL's "published" performance measures.
 - The AAI is published on the OFM website and is part of the agency's 2005-2007 budget request. There are no performance measures published on the DOL website.
 - The AAI links agency measures with the Washington State Priorities of Government, rather than illustrating the link between the measures and the agency's mission, goals, and objectives. While that link can be made, it is not readily apparent in the AAI presentation.
- SMG mapped the DOL's published performance measures to the agency's strategic plan, and believes that the measures are consistent with legislative mandates, department strategic plans, mission statements, and goals and objectives. Our mapping analysis can be found in Appendices 4B and 4C.

2. How are managers and staff using performance measurement data and management reports? Are program reports being used by their targeted user groups?

A brief overview of the primary performance measurement and management reports and how they are used by DOL's transportation related programs appears below. (More detail on management reports and tools can be found in Section IV and Appendix 4F of this report.)

Oversight and Operational Reports

- **Performance Agreements:** The Director of the DOL currently maintains a "Performance Agreement" with the Governor. The agency has extended this concept to include performance agreements between the Director and Assistant Directors and Assistant Director and Program Managers and Administrators.
 - Each Performance Agreement typically contains a "to do" list of major projects that need to be completed, and may include some performance measures such as customer wait time.
 - The agreements have been rolled into the standard personnel evaluation form, the "Manager Development and Performance Plan." Progress is discussed quarterly.
 - The Performance Agreements are effective tools for creating visibility of the Governor's Performance Agreement down to the program level and aligning priorities and projects in the agency towards common goals. The Performance Agreements create accountability for implementation of projects of strategic importance.

Operational Reports/Tools Used by Organization

- **Licensing Business Reviews (LBR):** Beginning in the spring of 2004 DOL implemented the LBR process where Assistant Directors (ADs) of each division regularly presented an overview of division performance and a short list of performance measures to the Executive Leadership Team. DOL management interviewed during this project found these sessions to be valuable. The sessions increased each Division's understanding of the business operations of other divisions, encouraged collaboration among divisions, and improved AD knowledge of how to use performance measures as a communication and management tool. The LBR is a useful tool for organizational improvement and allocation of resources.
- **Driver Examining – All levels of management receive reports from the *Workload Model*.** This model provides statistics on customer wait times and grades, staff utilization, drive test wait times and pass rates.
 - Workload Model data are reported monthly and used by all levels of management and staff at each Licensing Service Office (LSO). The Model helps management identify offices that are having trouble meeting service standards, which leads to research into the reasons why the service standards are not being met. When warranted a performance improvement plan is developed to address the issues discovered. Conversely, the model also helps to identify offices that are performing above standards. Best practices from these offices can be shared system-wide.
 - The Workload Model Report displays customer wait times and each LSO's "Wait Time Grade – a measure of the relationship of staff utilization and customer waits. It is clear that all management and staff view customer wait time at the LSO as the most important measure of performance, and this report is the official source of that information.
 - This report does not include any information about service quality or the relationship of quality to wait times or grades.
- **Driver's Responsibility - The *Workload Report* tracks turnaround times and backlogs of documents processed by this section.**
 - The report is used by the Program Administrator and Assistant Director to identify and resolve work processing backlog issues. This report helps the section to manage turnaround of critical documents related to Driving Under the Influence (DUI) hearings. The Workload Report is a good first step toward effective performance monitoring.
 - The Driver's Responsibility Section is hindered by substandard technology, and many statistics they currently collect are manual counts. The section is in the process of adopting new technology. Improvements in this report should be completed by mid-2005.
- **Hearings and Interviews – The *Hearings and Interviews Statistical Report* summarizes hearings and interview activity, productivity, backlogs, and quality.** The report is used by regional managers, Program Administrators and the Assistant Director to assess workload and performance of the section, regions, and individuals.
 - Quality of service is measured by manager reviews of a sample of case files and audio tapes of hearings conducted by each hearing officer.

- The effectiveness of this reporting system is demonstrated by the agency's recent success in reducing Driving Under the Influence (DUI) dismissal rates from 35% to 20%. Performance reports identified that the root cause for the high dismissal rate was the high percentage of missing and illegible police reports. Based on this finding, the Hearings and Interviews Section partnered with the Washington State Patrol to implement improved police reporting processes and scanning of police reports to speed workflow.
- **Vehicle Services – Performance Management & Reporting (PM&R).** The PM&R is an Excel spreadsheet-based repository for collecting, calculating and graphically displaying performance information. The tool was developed by T.S. Marshall Associates Inc. under contract with the DOL. The Vehicle Services division is using this spreadsheet as a central repository for collecting its operating performance measures and data.
 - The PM&R contains the majority of workload and performance measures used by Vehicle Services to manage its operations. Vehicle Services management determined that the PM&R should not contain statistics or measures that are routinely reported elsewhere unless they are needed to perform another calculation in the spreadsheet.
 - Vehicle Services managers and staff are just beginning to load and use the PM&R.
- **Customer Service Center –** The Customer Service Center uses **Service Level Agreements** with customer divisions and quarterly performance reports to manage customer relationships and call center performance. Service Level Agreements and Performance Reports measure a variety of service level statistics such as busy signals, wait times and abandoned calls as well as productivity measures such as number of calls per agent per day.
 - The Center has embraced performance management at the program administrator, supervisor and staff level through the active use of call center statistics on a real-time, daily, weekly, and monthly basis.
 - The Customer Service Center has used its performance management tools to dramatically improve performance over the past two years. The center has reduced the number of customers receiving busy signals from between 40,000 to 60,000 per month in 2001/2002 to zero in 2004.
- **Information Services –** Information Services (IS) uses **Service Level Agreements** with customer divisions and quarterly performance reports to manage customer relationships and information services performance. The Service Level Agreement includes a well balanced array of measures such as percent of application availability, customer satisfaction, help desk coverage rates, expenditures relative to budget, full time employee equivalent counts relative to plan, and targets for the cost, quality and timeliness of new applications and system enhancements. These same measures are used by the Chief Information Officer and managers to manage internal operations and performance and have been integrated into daily management practices.

3. Are the program's current reporting requirements contributing to the efficiency of the Department and are they cost-effective?

- As indicated in the answers to question #2 above and in Appendix 4F, the DOL's transportation-related programs report performance using many reports and tools. We believe that overall the reports and tools are contributing to the efficiency of the department, as demonstrated by the specific performance improvements listed in our response to questions #4 and #5.
- The investments being made in developing performance tools and reports does not appear to be excessive. There are several areas where the reporting could be more efficient and cost-effective:
 - In several cases, data is manually entered from one management or operating report into a spreadsheet or an Access data base for analysis.
 - There are many reports that have some overlapping data but are prepared for separate and discrete purposes. These include some operational reports, such as the Licensing Business Review and Performance Agreements, for example.
 - Because there is no single set of standard oversight measures that are consistently reported in a publicly-available format, the agency must often produce customized reports for various stakeholder needs.

4. How is performance data used to make planning and operational improvements?

- As described in the answer to question #2, performance data is used as part of daily management practices. Some notable examples of improvements that the DOL has been able to make by monitoring performance and taking corrective actions include:
 - Reduced Licensing Service Office (LSO) customer wait times to an average of 20 minutes from waits of several hours.
 - Reduced DUI dismissal rates.
 - Eliminated Customer Service Center busy signals and dropped calls.
- The agency uses specific measures to monitor the success of planned process changes. Vehicle Services will monitor field service vehicle transaction processing time in order to evaluate future installations of imaging systems in field offices, for example.

5. How are programs using performance and outcome measures to manage resources in an efficient and effective manner? Is data being used to improve the Department's organization, budget planning and allocation of resources?

Efficient and Effective Use of Resources

- **Efficiency** is the cost of providing a unit of service. DOL does have measures of service delivery cost per unit that are available in selected areas. Some of the more notable measures include:
 - Transactions produced per Full Time Equivalent (FTE) position. Examples include: "Average number of tax returns processed per FTE" (Prorate & Fuel

Tax) and Number of refunds processed per FTE (Title & Registration – Fee Services)

- Number of drive test no-shows (Driver Services)
 - Percent of collision reports automated (Driver Services)
 - Staff hours per data request (Driver Services)
 - Percent reduction of Licensing Service Representative (LSR) data entry time
 - Average cost per audit (Prorate and Fuel) – This measures the average cost (actual expenditures) per each tax type audited (IFTA, IRP, motor fuel supplier, fuel exporter, etc.) and will be measured on a trial basis to determine if the measure is useful.
 - Average cost per research request (Vehicle Services, Title and Registration Investigative Research Unit)
 - Average cost per IRP credential or commercial vehicle registration issued (Vehicle Services, Motor Carrier Services)
 - Average cost per document scanned (Title and Registration – Imaging)
- The Customer Service Center actively manages the cost per call, and has instituted programs such as the Interactive Voice Response (IVR) system that now fields 40% of incoming customer inquiry calls to reduce the average cost per call.
- Both Vehicle and Driver Services are collecting data to help them understand customer use of the Internet. Several measures attempt to describe the increasing availability and use of web-based services. (While these measures are not true measures of efficiency, intuitively, growth of self-service transactions should reduce the average cost of service delivery.) These measures are important to the agency as they undertake a strategy to use web-based services, where practical, to improve customer service while reducing service delivery cost. Examples include:
- Number of transactions processed on-line/performed using the Internet
 - Number of on-line transactions, by type
 - Number of transactions processed using debit, credit cards (Driver Services)
- Only one DOL transportation-related business area compares its actual costs of doing business using each of the various service delivery channels (field, headquarters, Internet). The Vehicle Service's Prorate and Fuel Tax program measures the average cost of each IRP or IFTA credential issued and measures the net cost results of the mix of service channels used.
- The DOL does not routinely report its costs of providing vehicle registration renewals or completing title transactions through various channels, even though it tracks the number of transactions that are processed using the channels and in some cases calculates the costs:
- Vehicle Services produces a biennial fee study that compares actual service delivery costs to the fees for various services provided. The Division has identified an opportunity to use cost information to develop cost-related performance measures.

- Vehicle subagent costs are difficult for the DOL to obtain. Subagents are independent contractors working for County Auditors and as such are responsible for their own space and labor costs. This information is considered to be proprietary, and subagents do not routinely report it to the State or to the County Auditor.
 - The DOL is working on an agency-wide cost allocation methodology that can be used to develop program costs.
- Driver Services also produces a biennial fee study. The primary purpose of this study is to provide the legislature with data to compare the fees charged for various services to the costs for providing the services. The Division uses the report to analyze fees but does not use it for internal operational management purposes. Costs by service are difficult to obtain, but as new service delivery modes are developed the Division needs to look for ways to compare efficiency and effectiveness of service delivery modes.
 - SMG did not find any revenue generation efficiency measures, even though revenue generation is a primary objective of the agency. At one point, Vehicle Services was scheduled to measure “Dollars collected for every dollar spent.” This has been dropped from the Performance Management & Reporting (PM&R) matrix because the Division found it difficult to collect accurate and reliable data to support the measure.

Organization, budget planning and allocation of resources

- DOL monitors the following measures as part of its management of Driver Services and Vehicle Services’ resources:
 - allotments versus expenditures
 - Full-time equivalent employee (FTE) variance (difference between budgeted and filled FTE positions)
 - Budget variance (difference between budget and actual expenditures)
- FTE and budget variances are used to manage resources. There is evidence that FTE variances are used to motivate managers to keep positions unfilled (where possible) in an effort to conserve State resources.
- Driver’s Services Division monitors field office staff utilization (work performed in minutes as compared to resources available in minutes). Utilization is used to monitor how efficiently staffing resources are used in the Customer Services Offices.

6. Do managers and staff have confidence in the validity, reliability, and timeliness of the measurement data that they produce and/or use?

- Management and staff interviewed believe that the performance measurement and management data they produce and/or use is valid, accurate and reliable. This was true even in cases where most of the data is collected and/or tabulated manually.
- For the most part, management and staff are confident about the timeliness of reports and data. Financial data (actual expenditures against budget) is reported two months after the fact, because of the reporting cycle of the Agency Financial Reporting System (AFRS). This was not cited as a significant problem for the managers interviewed.

7. How well are performance measures constructed? Are measures valid (explicitly linked to a specific goal or objective), well-specified, and controllable? Is performance measure data reliable and verifiable (collected in a uniform manner without error?)

A **performance measure** is a measure that describes how an organization functions, operates or behaves. Performance measures describe the outputs, efficiency, effectiveness, timeliness and outcomes of specific processes and services. They can also be used create an overall picture of an organization, examining it from financial, customer, process, and learning and growth perspectives.¹

It is important to note that many of the DOL measures included in management reports are not true measures of performance per se. However, we included all measures that appear in DOL transportation related program management reports, performance and otherwise, as part of this review. (These are presented in Appendices 4B and 4C.)

Since there are so many measures, we selected a subset of 56 measures in order to analyze the specifics of their data sources and how they are constructed. The analysis of the individual measures appears in Appendices 4D and 4E, and the results of our sample measure review are presented in Section III of this report.

Valid Measures

- A **valid** measure is one that is linked to one or more program goals or objectives. A valid measure is correctly structured to achieve the goal or objective it is supposed to address, and does not produce unintended consequences or outcomes.
- Current oversight and operating measures are not explicitly linked to specific agency goals or objectives. In some cases, they are linked to strategies.
 - Oversight measures presented in the Agency Activity Inventory are linked to the Washington State Priorities of Government. Divisions tend to use operating measures that are not expressly linked to agency goals and objectives or the Priorities of Government. Divisions (with the exception of Administrative Services) no longer have division strategic plans or scorecards that had previously made this linkage more apparent. (Administrative Services Division still uses the the Balanced Scorecard.)
 - The Vehicle Services Division's Performance Management & Reporting (PM&R) measures repository provides a place to link each measure to a specific agency strategy. Many of these linkages have been identified.
- Even though the linkage between performance measures and agency goals and objectives is not explicitly identified, SMG was able to identify these linkages in our analysis in Appendices 4B and 4C. We were successful in matching the majority of performance measures to agency goals and objectives.
- Twenty percent of our sample measures (11 measures) raised specific questions about validity:
 - In quite a few cases, the DOL was attempting to use a measure in a way that was not valid for measuring the goal or objective at hand. For example, Dealer Services monitors the "Number of audits statewide" because it believes that

¹ Adapted from Government Accounting Standards Board (GASB) guidelines and concepts presented in "The Balanced Scorecard – Measures that Drive Performance" by Robert S. Kaplan and David P. Norton, Harvard Business Review #92105, January-February 1992.

audits serve an educational role and will improve dealer understanding of and compliance with regulations. While this measure may be worthwhile for describing the level of dealer education, it is not a valid way of measuring actual improvements in dealer understanding or changes in dealer behavior.

- In other cases, the data used for a measure was incomplete, and therefore cast doubt on the measure's validity. Several measures describing cost per unit of service or cost per transaction included proxies for cost or incomplete cost information that would not necessarily invalidate the measure, but could certainly be improved.
- One measure in particular might not be valid because of its potential for motivating unintended consequences. Driver Services Division's "Wait Time Grade" assigns a score to each Licensing Services Office (LSO) based on customer wait times. Points are assigned based on each wait time. Because the most number of points is assigned to wait times between 0-10 minutes and 10-20 minutes, LSO staff could be motivated to expedite transactions to push wait times down. This behavior could lead to service quality issues. A consultant retained by the DOL to review and improve the Workload Model indicated that this may be happening in several of the offices he visited.
- Structure or administration of surveys can also cast doubt on the validity of a measure. In one case, the survey response rate was not documented so it was difficult to determine if the response was large enough to justify the conclusions reached. In another case, a survey used for customer feedback was at risk of being used to make generalizations that could not be supported due to lack of a valid sample of customers.

Well-specified Measures

- A **well specified** measure is one for which the definition, data sources, and calculations are clearly documented. In addition, well-specified measures are based on observable information, and are expressed in a form (percent, rate, for example) that appropriately describes the goal, objective, or strategy being measured.
- For the most part, DOL's measures are not formally documented and so they cannot be considered to be well-specified.
 - Only 37% percent of our sample of measures were documented or at least described in such a way that they could be understood by someone not familiar with the calculation or data collection.
 - Some of the remaining sample measures appeared to be well-understood by the staff responsible for calculating them but lacked formal, written documentation supporting the definition or calculations.
 - Most measures have a specific "owner" that knows the details about where to get the data and how to calculate the measure to create meaningful information. The owner will likely have the "how to" documented, but the documentation is not available to the rest of the organization. It is the general practice at DOL to contact the owner of the data for assistance in retrieving any information that is needed, and relying on them to ensure it is accurate and properly interpreted.
- The Customer Services Center (Call Center) and the Information Services Division feature the best documented measures, simply because the measures are detailed in

Service Level Agreements (SLAs). Measure calculations are fully described, data sources are published, and all are easily accessible.

- The Vehicle Services Division's PM&R includes a "comments" field that can be used to provide a very brief description of the measure and its calculation. In most cases, this field is not completed. While the comments field provides a convenient place to capture simple information, it is not suitable for recording the many complex measure descriptions, calculations and assumptions that need to be documented.
- Vehicle Services Division management is committed to improving the documentation of its measures. The Division plans to fully document the initial set of measures that are being entered into the PM&R.

Controllable Measures

- A **controllable** measure is one for which agency actions can cause results for the measure to vary. Results are not solely dependent on external forces.
- By definition, many of DOL's workload and revenue measures are largely out of its control since workload is driven by customer demand. Therefore, measures of workload such as how many driver records are updated for citations annually or how much Use Tax revenue is collected is not a performance measure but a statement of service demand.
- Social outcome measures provide a long-term strategic focus for government programs that are intended to serve the public at-large. However, many social outcomes are so broad that typically a single agency cannot determine the degree to which its programs contribute to the outcome. For instance, it is not possible to determine the degree to which DOL programs impact the reduction in vehicle fatalities since there are so many contributing factors.
- There were three instances in the sample of measures that were not workload or revenue measures and that were not completely controllable. In all cases, there was a reasonable explanation for the lack of control:
 - Dealer Services' measure "AG cycle time" is designed to examine the time that the Attorney General's office spends processing a case involving a dealer. The performance of this measure is completely out of the control of Dealer Services, but provides some important insight into the reason cases are taking so long to process.
 - Vehicle Licensing's measure "Percent of County-40 money transactions not processed on the day of receipt" is not fully controllable by Vehicle Licensing, since the mail room bears responsibility for the timeliness of mail delivery. However, the measure is extremely useful for providing an agency-wide view of money transaction processing time.
 - Hearings and Interviews' measure "Driving under the influence (DUI) dismissal rates" identifies the number of DUI cases that were dismissed for any reason as a percent of total DUI hearings held. Many of the dismissal reasons are clearly out of the control of the DOL. The measure was developed, however, to reflect a joint initiative between the DOL and the Washington State Patrol to reduce dismissal rates. As long as the measure is not used specifically to evaluate Hearings & Interview's performance, it can still be a useful measure.

Verifiable and Reliable Data

- Each measure's data should be **verifiable**, with a clear audit trail to enable tracing each measure back to the detailed data used to prepare it. Measures should also produce **reliable** data by applying standard data collection procedures so that the same result will be obtained each time the data is compiled. There should be no obvious bias in how the data is collected, and no sources of possible inaccuracies.
- There were five instances in the sample of measures where data might not be easily verified, or traced back to the detailed source data. In each of these cases, data was collected using manual counts for which there was no electronic back-up. Examples of manual data used to create performance measures includes Hearing and Interview event and time data, some item counts included in Driver Responsibility workload data, and timesheet statistics that are used as input to the Driver Examining Workload Model.
- In general, DOL managers believe that performance data is reliable. They did not identify any specific sources of inaccuracies and were confident that the data could be used to make consistent comparisons over time. There was no evidence of reliability issues in our sample.

8. How are performance measures used to measure customer satisfaction with agency services?

- All personnel interviewed recognize that service quality is important, even though there are few formal measures of service quality identified. Interviews revealed a strong customer service culture among all levels of Driver and Vehicle Services Division management.
- The DOL does have the following methods for capturing customer service information:
 - **Customer Satisfaction Survey** – In 2001, DOL conducted a random sample customer satisfaction survey that provided valuable input regarding service levels and service preferences. The survey will be updated in 2005. The results of the survey affects service standards such as wait time and service program planning such as determining which services to offer on the Internet.
 - **Customer Comment Cards** – Customer comment cards are made available to customers in the brochure racks in the waiting areas of the Licensing Service Offices and also at the Vehicle Services "County 40" Olympia office and County Auditor and subagent locations. Cards are often handed in at the office or can be mailed with no postage necessary. Cards that are received by mail at the DOL Director's office are entered into a database, then forwarded to the Licensing Service Office or the agent/subagent where the comment originated from.

Both Licensing Service Office Supervisors interviewed said they review comments and act on the input particularly when comments show consistent patterns. For instance, once supervisor said she had a problem employee that generated many negative comments. That employee was put on an improvement plan as a result of the comments received that supported the supervisor's observations. Another supervisor shares the comments the office receives at staff meetings and invites staff to participate in developing solutions to customer issues.

Currently, the information from these cards is being loaded into a database, but there is no standard process for reporting and analyzing comments on a system-wide basis. In 2004, DOL convened an employee team that is charged with developing a systematic means of addressing comment card feedback.

As DOL improves how comment card data is processed, it is important to remember that comment card input is not a statistically valid sample of customer perceptions. Customers self-select to provide feedback on comment cards, so the findings cannot be extrapolated to the total customer population.

- **Vehicle Licensing Customer Survey** – Vehicle Licensing is developing a survey of its customers to determine satisfaction with services received. Survey format and methods have not yet been determined.

9. Are the measures taken as a whole comprehensive yet concise, understandable, affordable, and timely?

- From an oversight perspective, the Agency Activity Inventory includes over 70 measures (not all of these are “performance measures”) that relate to transportation programs. The presentation and content might not be easily understood by external stakeholders who lack an intimate knowledge of the workings of the department. It should be noted that the Agency Activity Inventory is still in the developmental stages. DOL has not yet been required to report actual data on these measures.
- Most internal operating measures and reports tend to be concise and understandable to the intended audiences. However, there are some measures that do not fully meet this criteria:
 - The Driver Examining Workload Model uses very complex calculations and statistics and staff and supervisors would probably benefit from some more training on what the calculations really mean.
 - Vehicle Services has identified more than 200 measures to include in its Performance Management and Reporting (PM&R) repository. Most of these are workload measures, rather than true measures of performance. Data has yet to be collected and loaded for many of these measures, and it remains to be seen if the Division has the capacity to maintain such a large number of measures. However, the process of working with consultant T.S. Marshall and loading the matrix has forced the Division to refine its measures and to consider the overall distribution of measures among the various measure categories.
- Most performance reports produced do require significant manual manipulation of data. None of the performance reports explored by SMG can be produced without at least some manual intervention by reformatting data in an Excel spreadsheet. Many performance reports have been developed by program management and are fed by manual data entry. There is opportunity for developing direct data downloads to eliminate duplicate data entry, and automating manual tasks to streamline performance measurement processes. Vehicle Services, working with T.S. Marshall, has already developed some data entry or subsidiary spreadsheets to perform calculations prior to loading the PM&R.

It must be noted that even though the data collection process could be improved, the

effort being put forth to measure performance is not onerous. As performance reporting is refined in the agency, the process is expected to become more automated and cost effective.

- Since most of the major performance reports are viewed as “required” in the agency culture, performance reports are being produced in a consistent and timely manner.

10. Has the Department established clear performance benchmarks, standards or acceptable levels of performance for assessing the overall performance of its programs?

- The sample revealed that over half (54%) of the sample measures had benchmarks or baselines identified. 25% of the measures also included targets, or the desired level of performance to be achieved within a specific period of time.
- While some programs do have some performance benchmarks or standards, the agency has not developed standards for acceptable performance for all programs. Until up to a year ago the DOL divisions operated quite independently. Therefore, the agency is still working on developing a performance management culture and practices that are consistent across divisions.
- From an oversight perspective, there is no short-list of performance measures and standards that are being reported consistently over time.
- The Vehicle Services Division Performance Management & Reporting (PM&R) repository provides a place to record baselines, or benchmarks for each measure. Most benchmarks have yet to be identified.

11. How are performance benchmarks or targets established? Are they compared to external standards?

- Most of DOL’s benchmarks and targets are established using one of the following:
 - Industry standards that are adjusted to create standards that might be a stretch, but are considered “doable.” Information Services and the Customer Service Center Service Level Agreements make good use of these adjusted industry standards.
 - Customer feedback. Benchmarks for customer wait times at Licensing Services Offices were based on customer surveys and comment card analysis.
 - Historical data. Many of the Vehicle Services Division baselines are established using the average of two recent months’ actual data.
 - Legal requirements. Cash processing standards, for example, are set by State law.
- **Benchmarking** is the practice of comparing the performance of an agency to that of similar agencies with similar work processes. Except in a few cases, DOL does not routinely compare its performance with that of its peers. The Customer Service Center (Call Center) and Information Services Division are able to make comparisons of key measures with industry standards.
- During the National Motor Vehicle Title Information System (NMVITIS) implementation, DOL has worked with several other states to understand workload and staffing issues

related to this complicated system. Some performance data was compared during this process.

12. Is the Department's information technology capability adequate to provide management information necessary to monitor the program's performance benchmark data?

- Only Vehicle Services has a formal repository for its performance measures and data – its Performance Management & Reporting spreadsheet application. While data from many sources must still be manually entered into this spreadsheet repository, it does provide a necessary central view of all performance data.
- Driver Services does not yet have any kind of central repository for its performance information.
 - Most programs have devised a way to collect the data they need to manage the basics of day to day operations even though all reporting processes could be improved and become more efficient and cost effective with better automation.
 - Some areas, however, are severely deficient in reporting capabilities. Driver Responsibility is only monitoring document processing turnaround times and some backlogs.
- Due in part to legacy system reporting limitations, Microsoft Excel spreadsheets and Access data bases are widely-used to collect and analyze performance information. We discovered that data must often be extracted or reported from systems and manually re-entered into spreadsheets or data bases.
- During the course of our review of individual performance measures, we asked interviewees about the information systems that supported the measurement data. We found no specific problems with production applications' ability to provide accurate and reliable data that feed spreadsheet and Access database reports.
- Two of the agency's key applications have been or will be migrated to new hardware platforms. These updates should improve access to performance-related data:
 - The Drivers Field System (DRS) is in the process of migrating from an obsolete Unisys 2200 platform to a new platform. Most of the original application functionality has not changed, however, and is in need of an update.
 - The Vehicle Field System (VFS) is 15 years old and is technologically and functionally outdated. The current budget request includes a Decision Package for moving the application off of the obsolete HP 3000 system it is currently based on.
- The DOL's Information Services Division appears to be well-positioned to support improvements in performance data management and reporting.
 - In February of 2002, the DOL re-organized its information services so that cross-divisional staff report to a Chief Information Officer.
 - The Division has adopted the Software Engineering Institute's Capability Maturity Model, or CMM to improve and standardize its software development practices.
- DOL is in the process of writing a Request for Proposal for a Business Intelligence System, or "Data Cube" that is intended to address management and performance

reporting needs and to make data for analysis more clearly defined and readily available. It is expected this process will require significant effort to first automate current reports, define information gaps, and gather additional performance data.

III. Individual Measure Evaluation

III.1 Methodology

- SMG reviewed a sample of 56 measures to determine if the performance measures the agency collects and reports are reliable indicators of agency activity. These measures and observations related to each measure can be found in Appendices 4D and 4E.
- Measures were evaluated using criteria that are described in Exhibit V4-a.
- SMG attempted to select measures that:
 - Represent the Driver Services and Vehicle Services Divisions' full range of transportation-related programs and activities.
 - Cover major measure categories, including revenue, efficiency, effectiveness, timeliness, and customer attributes.
 - Give insight into special topics, such as use and presentation of cost-related and customer satisfaction data or Internet use.
 - Are considered to be extremely important to the agency and/or had a high level of visibility outside of the agency.
- Many workload measures were selected for the sample simply because the agency reports so many of them. Workload data also serve as the underlying data for other calculations. By understanding the underlying data we could evaluate the validity and reliability of other measures.
- There was no formal "audit" of data by collecting source material and re-creating calculations. We did, however, interview management and "measure owners" in an attempt to understand data sources, calculations, and documentation and to identify areas for improvement.

III.2 Summary of Findings

Findings from our review of sample measures are also included in the answers to the TPAB's questions (Section II) and summarized in Exhibit V4-b.

Exhibit V4-a
Individual Measure Evaluation Criteria

Valid

- There is an explicit linkage between the measure and one or more program goals.
- The measure has face validity. It is obvious to an independent evaluator that the measure is structured to fairly assess the achievement of the goal it is purported to address.
- The measure is not vulnerable to unintended consequences (that is, it is not likely to motivate unintended actions or outcomes).
- Where sample information is used, the samples are large enough and sufficiently random to produce valid results within acceptable confidence limits.
- If survey data are used, the survey questions and survey methodology are prepared by, or at least reviewed by, professionals with demonstrated survey research qualifications.

Well-Specified/Defined

- The definition, specific data sources, and compilation formulas or procedures for each measure are clearly documented.
- The measure is based on objective and observable information.
- The measure is expressed as a statistic (percentage, average, etc.) and the statistic is appropriate for the goal being measured.

Verifiable Data

- There is a clear audit trail to enable tracing each measure back to the detailed data used to compile the measure.

Reliable Data

- Standard data collection procedures are applied so that the same result will be obtained each time the data are compiled. There are adequate controls to ensure this.
- There is no obvious bias in how the data are obtained or compiled.
- There are no known sources of possible inaccuracies.
- It is possible to make consistent comparisons of the measure's data over time.

Controllable

- Agency actions can cause results for this measure to vary. Results are not solely dependent on external forces

Benchmark/Baseline Identified

- The measure has a quantifiable objective, such as a benchmark, baseline or standard threshold of acceptable performance identified.

| Evaluation Criteria | Exhibit V4-b Summary of Sample Measure Evaluation Findings |
|--------------------------------|---|
| Valid | <ul style="list-style-type: none"> ➤ Most of the sample measures were found to be valid. Only 20% (11 measures) had issues regarding validity. ➤ Some sample measures failed the validity test because they attempted to measure something that they were not designed to do. Some of this appears to be due to agency inexperience with crafting and using performance measures. |
| Well Specified/ Defined | <ul style="list-style-type: none"> ➤ 63% of the measures did not qualify as well-specified or defined. ➤ In most cases, the definition and calculation of the measure was not recorded. A “measure owner” might have a complete understanding of the measure and its calculation, but that knowledge could be lost if the owner left the organization. (Vehicle Services Division is making a concerted effort to document all measures identified in its Performance Management & Reporting or PM&R tool.) ➤ In some cases, survey methods were not designed in a way that produced a valid measurement of the goal or objective being measured. This was especially true with some of the so-called “customer satisfaction” measures, where sample sizes were too small to draw valid conclusions or survey participants “self-selected” by turning in comment cards or making a telephone call. ➤ Only one measure was specified in a way that seemed likely to produce an unintended consequence. |
| Verifiable Data | <ul style="list-style-type: none"> ➤ Most all of the sample measures (91%) could be traced back to the detailed data used to compile the measure. ➤ In a very few cases, measure data were collected using manual methods (“tick” sheets, desk summaries, or hand counts) that were not backed up by some automated source. Manual source data was not always retained, and so data could not be affirmed by reviewing source material. |
| Reliable Data | <ul style="list-style-type: none"> ➤ We found no reliability issues in the sample. ➤ Managers and staff believe that data reported for the sample measures are accurate and reliable. ➤ The DOL appeared to have standard ways for collecting, calculating and reporting data. ➤ We found no evidence of potential errors or bias during our review. |

| Evaluation Criteria | Exhibit V4-b Summary of Sample Measure Evaluation Findings |
|------------------------------|--|
| Controllable | <ul style="list-style-type: none"> ➤ By definition, many of DOL's workload and revenue measures are largely out of its control since workload is driven by customer demand. ➤ In three instances, measures were designed in such a way that they were not controllable by DOL. In each case, the agency is using measures to monitor the performance of "partner" agencies that have a significant component of a process or service. The measures' results help provide a total picture of performance, even though much of it is outside of the DOL's control. |
| Benchmarks Identified | <ul style="list-style-type: none"> ➤ Over half, or 54% of the sample measures had benchmarks or baselines identified. (Benchmarks or baselines are defined as minimum standards of performance.) 25% of the measures also included targets, or the desired level of performance to be achieved within a specific period of time. (Targets are defined as goals for performance improvements.) ➤ Vehicle Services Division is attempting to identify baselines or benchmarks for many of the measures identified in its PM&R. |

IV. Performance Reporting Evaluation

IV.1 Methodology

SMG's evaluation of DOL's transportation related program performance management practices draws on information from our report *Volume 2: Current Performance Measurement Practices* as well as additional research into the details of how performance management tools and measures are constructed at the agency.

In the appendices of this report, we include the additional analysis conducted in order to fully evaluate the transportation program's performance management system, reports, and measures. The appendices include:

- Appendix 4B: Department of Licensing Transportation Program Oversight Performance Measures
- Appendix 4C: Department of Licensing Transportation Program Operating Performance Measures
- Appendices 4D and 4E: Administrative Service, Information Services, Driver Services and Vehicle Services Sample Measures Review

To provide an overview of this extensive research, we have also created a description of the major performance management tools and reports used by DOL's transportation related programs. Appendix 4F lists the major tools and reports used by the agency and briefly explains:

- The purpose of the tool or report
- How the tool or report is used
- What types of measures and information are included in the tool or report

See also the answer to question #2 in Section II of this report volume.

Evaluation criteria for this part of the evaluation are defined in Exhibit V4-c.

IV.2 Summary of Findings

- The formats of DOL performance reports are generally clear and understandable. Managers have done a good job using Excel to reformat data from production systems and manual data collection into user friendly reports that provide good information. Most measures come from a production system or manual counts and are entered into Excel spreadsheet reporting tools. All program level reporting systems are currently "home grown" by program management or hired consultants. The reports do not just fall out of production systems, but they generally seem to be manageable from a workload standpoint.
- A significant risk with spreadsheet based reporting is the potential for calculations to get corrupted accidentally. Corrupted calculations can be difficult to identify, particularly in complex reports such as the Driver's Examining Workload Model.
- DOL is working towards improving performance report automation. The agency is in the process of issuing a Request for Proposal to develop a business intelligence tool to support performance management and analysis.

- The Drivers Examining Workload Model is a report that uses some very complicated statistics and calculations. Not all recipients of this report fully understand the data in front of them.
- The DOL Agency Activity Report is still under development. Measures were identified as part of the 2005-2007 budget process. The system is designed by OFM and will require agencies to provide performance results for the measures on a quarterly basis beginning first quarter 2005.

Exhibit V4-d summarizes the findings for this part of our review for each report.

Exhibit V4-c
Performance Reporting Evaluation Criteria

Useful

- Performance reports are used by managers in daily management processes.
- Performance reports provide the information necessary to monitor performance relative to performance standards.
- Performance reports support the analysis necessary to facilitate continuous improvement.

Understandable

- The intended audiences know what the measures mean. Explanations are provided as necessary.
- The report content and format are tailored to each relevant audience.
- Tables, charts, and graphs are used where appropriate to enhance understanding of the data.
- Brief definitions of the data elements and compilation formulas are included.
- Management summaries and/or brief narratives are included to help make the data more understandable to the intended audiences.
- Any technical terms or jargon potentially unfamiliar to the intended audience is either avoided or explained in more simple terms.

Affordable/Cost-Effective

- The incremental cost of collecting data for performance management is reasonable.
- Any costs of performance management are justified by the value of the measures and data to the organization.
- The costs of report production and distribution are reasonable given the report purposes and intended audiences.
- The existing budget is adequate to collect data for the measures.

Accessible

- Managers have ready access to performance information of interest to them.
- Reports of measures of interest to external audiences are posted on the Internet.

Timely

- Performance data are compiled and distributed soon enough after the relevant service delivery or action occurs to be of use to managers and policy makers.
- Standardized reports for management are prepared on a regular and predictable schedule (e.g., monthly, quarterly, etc.) matched to management's use of the data.

| Reports | Exhibit V4-d Performance Reporting Evaluation | | | | |
|---|---|--|---|---|---|
| | Evaluation Criteria | | | | |
| | Useful | Accessible | Understandable | Affordable/Cost Effective | Timely |
| DOL - Agency Activity Report (AAI) | Unknown. Not yet in use. | Yes. Measures proposed are already reported. | There are too many measures and the link to strategy and targets needs to be explained. | Estimated to be too many measures to maintain. Measures will need to be data entered into the OFM system. | Begin reporting in 2005. It is expected that OFM deadlines will be met. |
| DOL - Performance Progress Report | Provides limited information. Includes 4 measures. The report is being replaced by the AAI. | Yes. | Yes – but does not accurately express the scope of agency programs. | Yes. | Yes. |
| DOL - Decision Package Performance Measures | Few measures provided. Measures are not a significant portion of the presentation. | It is likely few measures are presented because the desired measures are not accessible. | Yes. | Yes. | Yes. |
| DOL – Governor's Performance Agreement | Yes, this is the primary accountability tool for major initiatives. | Yes. | Yes. | Yes. | Yes. |

| Reports | Exhibit V4-d Performance Reporting Evaluation | | | | |
|--|---|---|--|--|---|
| | Evaluation Criteria | | | | |
| | Useful | Accessible | Understandable | Affordable/Cost Effective | Timely |
| Agency – Licensing Business Review | Yes, useful tool for cross-divisional planning and training in how to use performance measures to manage. | Yes. | Yes. | Yes. | Yes. Reported every six weeks, soon to be reported every quarter. |
| Agency – Performance Agreements | Yes. Aligns agency, division, and program activities. | Yes. | Yes. | Yes. | Yes. Reviewed quarterly. |
| Drivers Services – Workload Model Report | Yes. All levels of management use it. Not all understand all the measures. | Calculated by Division budget manager and distributed. | Not all complex calculations are understood. | Duplicate data entry, manual collection of employee hours data. | Yes. Produced monthly. |
| Driver Services - Hearing and Interview Statistics | Yes. Used by supervisor, Program Administrator and Assistant Director. | Accessible by supervisor, Program Administrator and Assistant Director. | Yes. | Includes manual input of data and 2 days of Administrator time monthly to compile. | Yes. Monthly reports. |
| Driver Services – Fee Study | Yes by the Legislature. Not used for internal management. | Reported biennially as required. | No. The model is complex and assumptions are not documented in detail. | Highly manual. | Yes. Reported biennially as mandated. |

| Reports | Exhibit V4-d Performance Reporting Evaluation | | | | |
|---|--|----------------------------------|--|------------------------------------|---------------------------------------|
| | Evaluation Criteria | | | | |
| | Useful | Accessible | Understandable | Affordable/Cost Effective | Timely |
| Vehicle Services – Fee Study | Yes by the Legislature. Agency is beginning to use cost data for operating purposes. | Reported biennially as required. | No. The model is complex and assumptions are not documented in detail. | Highly manual. Could be automated. | Yes. Reported biennially as mandated. |
| Information Services – Service Level Agreement and Performance Reports | Yes. Creates a common understanding of service expectations. | Yes. Reported monthly. | Yes. Measures are well defined. | Yes. | Yes. Reported monthly. |
| Customer Service Center – Service Level Agreement and Performance Reports | Yes. Creates a common understanding of service expectations. | Yes. Reported monthly. | Yes. Measures are well defined. | Yes. | Yes. Reported monthly. |
| Administrative Services Balanced Scorecard | Yes. Creates a common understanding of service expectations. | Yes. Reported quarterly. | Yes. Measures are well defined. | Yes. | Yes. Reported quarterly. |

V. Performance Management System Evaluation

V.1 Methodology

- The collective components of “performance management” were reviewed in order to evaluate how effectively the various functions are linked and support one another to drive performance improvement. These components are:
 - Policy direction
 - Vision, Mission, Goals
 - Strategies
 - Performance Measures and Targets
 - Budget
 - Tracking and Reporting
 - Evaluation and Audit
- To complete the review, a set of four criteria were used. These are defined in Exhibit V4-e.

V.2 Summary of Findings

- DOL’s transportation programs are in various stages of developing their performance management systems. Overall, the agency has many initiatives underway to promote and support performance management practices and much progress has been made, especially in recent months. DOL has also experienced performance improvements as a result of the performance management efforts. The agency shows a strong commitment to performance management and is putting resources behind the effort to make managing with measures part of daily management processes.
- While DOL should be congratulated on its progress, there is more work to be done. The primary areas for improvement in the organization’s performance management system are:
 - DOL does not have a coordinated “system” of reports and measures that work together. Reports and tools in use have been developed to a meet specific need. There are no apparent linkages among performance management tools.
 - There is no concise standard set of oversight measures that report on how strategies underway are producing results that positively impact agency outcomes.
 - Decision package performance measures are incomplete and could be better used demonstrate how the proposed investment would improve agency performance.
 - Divisions do not have performance measures that link daily operations to strategies and outcomes.
- Most programs measures are not “balanced.” Efficiency and cost measures tend to be lacking.

- Performance management system evaluation findings are summarized in Exhibit V4-f.

Exhibit V4-e Performance Management System Evaluation Criteria

Alignment

- Performance measures are used to monitor progress on the strategic plan.
- The agency's strategic plan and goals are supported by division/program goals and measures.
- There is at least one measure for each key program goal. Measures are stable over time.
- There is a system of measures in place that include both operating measures (required by program management) and oversight measures (a subset to be routinely reported to elected officials and the public).
- Budget requests to fund initiatives for improved performance are associated with performance measures and targets that relate to strategic goals.

Balance

- The interests and success expectations of all significant interested parties (legislators, citizens, customers, partners, and employees) are represented in the set of measures.
- Measures represent a balanced view of performance that demonstrates trade-offs between cost, quality, and timeliness.

Outcome Oriented

- Oversight performance measures are focused on measuring end outcomes that the agency strives for (i.e. clean water, safe communities, etc.).
- When outcomes are too long-term or difficult to isolate, proven relationships between outputs, processes, or inputs are established to provide interim results.

Management Processes

- There is common set of measures that drives all key management processes such as planning, budget, and external communications.
- Program personnel see value in tracking the measures.
- The measures are appropriately scaled to the decision level for which they are intended.
- Managers and impacted staff pose meaningful questions using the data; for example:
 - What/where have we done well and why?
 - Can we transfer good practices within our organization
 - What can we do to improve?
- Staff perceives that performance measurement is important to top management.
- Both management and line staff review the measurement findings to help determine what actions to take.

| Evaluation Criteria | Exhibit V4-f Performance Management System Evaluation Findings |
|---------------------|--|
| Alignment | <ul style="list-style-type: none"> ➤ DOL's vision, mission and goals are consistent with legislative policy direction. ➤ DOL's transportation-related performance measures and strategic plan goals and objectives are not explicitly linked in a coherent "system" of performance measures. SMG's analysis does reveal that linkages can be made between performance measures and the strategic plan – but current performance reports do not make this linkage obvious. <div data-bbox="567 565 1003 911"> <p>Ideal Measurement System</p> <p>The diagram is a pyramid with five horizontal layers. The top layer is green and labeled 'Public'. The second layer is purple and labeled 'State'. The third layer is orange and labeled 'Agency'. The fourth layer is yellow and labeled 'Division'. The bottom layer is light yellow and labeled 'Program'.</p> </div> <ul style="list-style-type: none"> ➤ Ideally, oversight measures to be reported to outside stakeholders and the public consist of a short list of measures that give the reader an overall sense of how the agency is performing. Oversight measures should describe the key objectives and outcomes the agency is attempting to achieve. ➤ Underneath oversight measures, performance measures at increasing levels of detail should be aligned to ensure all divisions and programs are working towards the high level oversight outcome measures. ➤ The 73 oversight measures reported in the Agency's Agency Activity Inventory Report (AAI) represent the full scope of transportation-related operations included in this study. However, these "oversight" measures are a really a set of stand-alone functional measures that focus on individual operating unit results rather than providing an overall sense of how the agency is performing. The reader of these measures is required to evaluate agency performance on a program by program basis. ➤ The DOL's oversight measures tend to be operational in nature, rather than strategic in nature. They tend to focus on important operational issues rather than strategic change initiatives. |

| Evaluation Criteria | Exhibit V4-f Performance Management System Evaluation Findings |
|------------------------------|--|
| Alignment – continued | <ul style="list-style-type: none"> ➤ The most useful tool for aligning agency activities towards common goals is DOL's practice of extending the concept of the Governor's Performance Agreement with the Director internally to include agreements between the Director and Assistant Directors, and Assistant Directors and Program Managers/Administrators. While the Performance Agreements tend to be "to do" lists of major projects that must be completed along with a few scattered performance measures, the Agreements do create accountability for action and do ensure alignment of activities towards common goals. ➤ DOL's budget decision-packages are typically linked to the agency's performance management system via the Performance Agreements. For example, an Assistant Director might be delegated the responsibility to oversee the implementation of a major system that appeared as a budget decision package. The link between the budget and management tools could be improved by including more complete performance measures in the budget requests that become part of a program or division's regular performance reporting. ➤ While the Performance Agreements are valuable in creating alignment of activities, more work needs to be done to link strategy with measures, eliminate duplication among reporting tools, and develop a system of performance reports that tie together. |
| Balance | <p>Oversight Performance Measures</p> <ul style="list-style-type: none"> ➤ DOL's oversight measures do not present a balanced view of performance that demonstrates the trade-offs between cost, quality and timeliness. The majority of DOL transportation program oversight measures are not performance measures per se, but workload or volume indicators that do monitor how well the agency is meeting its strategic objectives. <ul style="list-style-type: none"> • There are a few quality, timeliness and cost measurements presented but they do not consistently address each program area. It must be noted that DOL's oversight measures appear in a format designed by OFM and the agency has not yet reported actual performance on many of these measures. Regular reporting is scheduled to begin with 1st quarter 2005 results. ➤ There are a few social outcomes and service attribute measures which do describe outcomes that are important for oversight purposes. However, outcome measures tend to become more meaningful when associated with targets, history of performance, and a brief narrative explaining the significance of the measure to external stakeholders that might not be intimately familiar with the organization's operations. |

| Evaluation Criteria | Exhibit V4-f Performance Management System Evaluation Findings |
|----------------------------|--|
| Balance – continued | <ul style="list-style-type: none"> ➤ The DOL's oversight measures place a heavy emphasis on revenue generation and collection. The majority of revenue-related measures simply describe the amount collected. The measures do not attempt to quantify whether the agency is efficient, effective, and timely in its revenue collection, or is successfully generating new revenue through some of its strategic initiatives. ➤ The oversight measures include no real measures of organizational learning and growth. These measures would describe the investments that the agency is making in its culture, employees and technologies. As a result, a reader of the oversight measures has no idea if the agency is making investments to ensure the future effectiveness of initiatives such as customer self-service or improved revenue collection. <p>Operating Measures</p> <ul style="list-style-type: none"> ➤ All of the transportation programs at DOL are at some stage of developing their performance measurement system. At the division level, the primary performance reporting tools are the Performance Agreements between the Director and Assistant Director and the Licensing Business Review (LBR). The Performance Agreements are primarily "to do" lists, that do not represent a balance of a variety of performance measures, but are primarily used to create accountability for the implementation of major strategic initiatives. The LBR is a brief presentation of six measures that describe division performance. These measures can change from one presentation to the next, so there is no consistent set of performance measures that are reported by the divisions. ➤ Program level performance measures are discussed below. <p><u>Driver Services Program Measures</u></p> <ul style="list-style-type: none"> ➤ Driver Examining uses wait time, wait time grades, utilization, and workload statistics based on a very complex statistical model to manage daily operations. The program emphasizes wait time performance as its primary goal which could have unintended results. Management interviewed knows that wait time needs to be addressed in conjunction with service quality. Service quality is determined by supervisor observation, feedback from comment cards, and periodic customer surveys. While utilization rates attempt to get at efficiency, the program needs to better analyze the cost of service delivery relative to service timeliness and quality. |

| Evaluation Criteria | Exhibit V4-f Performance Management System Evaluation Findings |
|----------------------------|---|
| Balance – continued | <ul style="list-style-type: none"> ➤ Driver Responsibility uses document turnaround time statistics and some backlog numbers to manage operations. This section is severely hampered with outdated technology that should be replaced by mid 2005. ➤ Hearings and Interviews reports workload, productivity, dismissal rates, and quality measures. This program does a good job of collecting a balanced view of performance in a concise format. <p><u>Vehicle Service Program Measures</u></p> <ul style="list-style-type: none"> ➤ Collectively, Vehicle Services measures are dominated by a large number of detailed workload measures. However, the Division's operating measures do also include a number of well-constructed measures of budget and revenue, process efficiency, effectiveness and timeliness, and customer-oriented measures. The Division has also identified some measures of organizational learning and growth. <p><u>Customer Service Center Measures</u></p> <ul style="list-style-type: none"> ➤ The Customer Service Center includes a well balanced group of measure on their Service Level Agreements and performance reports that monitor performance of services provided to the transportation program customers. Measures include call wait times, busy signals, abandon rates, and email turnaround times. The program also tracks the average cost per call on separate reports. <p><u>Information Services Measures</u></p> <ul style="list-style-type: none"> ➤ Information serves includes a well balanced array of measures on their Service Level Agreements and performance reports that report on the services provided to the transportation program customers. Measures include customer satisfaction, quality, cost, and timeliness. |

| Evaluation Criteria | Exhibit V4-f Performance Management System Evaluation Findings |
|-----------------------------|--|
| Outcome Oriented | <ul style="list-style-type: none"> ➤ DOL transportation-related measures do include some important social outcomes (reduced highway fatalities and improved apprehension of identify theft suspects, for example.) They also include service attributes or customer-related outcome measures such as lobby wait time, time on hold, and on-line services. ➤ Outcome measures are significantly outnumbered by the workload and revenue statistics provided. ➤ The outcome performance measures should more fully represent the scope of transportation programs activities. Also, the measures would be more understandable if they were accompanied by some explanation of how DOL impacts these measures. It would be helpful to show linkages between outputs and outcomes if experience or scientific research is available. For instance, how might commercial licensing practices impact truck-related fatalities? |
| Management Processes | <ul style="list-style-type: none"> ➤ DOL has not yet developed a concise standard set of agency oversight performance measures. This could be that DOL is currently experimenting with developing a set of performance measures that relate to activities and Priorities of Government rather than department goals. ➤ There is no standard set of performance measures at the division level for the Drivers Services Division. Program measures tend to be concise, however Driver Examining could use some cost and efficiency measures, and Driver Responsibility lacks both quality and cost measures. The linkage between strategic oversight measures and operating measures is not clear. ➤ Vehicle Services Division has clearly identified its operating measures, but there may be too many of them to manage and report effectively. ➤ The Customer Call Center and Information Systems have well developed and comprehensive set of performance measures that appear in their performance Service Level Agreements. Performance reports are of digestible proportions. ➤ Current internal performance reports seem to be useful management tools and have yielded performance improvements such as reduced customer wait times, better telephone customer service, and reduced percentage of Driving under the Influence (DUI) dismissals that occur because of missing or illegible paperwork. ➤ While DOL's system of performance reports needs some refining, the agency has made great strides in promoting performance management and a culture of continuous improvement in recent years, and particularly in 2004. |

| Evaluation Criteria | Exhibit V4-f Performance Management System Evaluation Findings |
|---|--|
| Management Processes – continued | <ul style="list-style-type: none"> ➤ The agency has experienced success with the Licensing Business Review process (where Assistant Directors report on division performance to their peers) at the division level. The agency is now cascading the concept down to the program level with training workshops that will lead to sessions where program managers present performance results to their peers within the division. ➤ DOL is in the process of acquiring business intelligence software to assist in data mining and performance management and analysis. Making performance reporting easier can do nothing but further the performance management efforts of the agency. <p>A summary of management processes at each level of the organization appears below:</p> <ul style="list-style-type: none"> ➤ Oversight: DOL has the most room for improvement in the way the agency communicates performance to external stakeholders and the public. There is no concise, standard set of performance measures that is published for external audiences. ➤ Agency and Divisions: The Performance Agreements at the Director, Assistant Director and Program Manager levels is part of quarterly performance assessments and creates accountability for implementation of strategic initiatives that are often funded through budget decision packages. There are no widely published standard performance measures at the division level for transportation related divisions at this time and performance measures are not explicitly linked to performance measures and targets. ➤ Program: At the program level, each program uses some types of measures to assist administrators in managing and improving performance. The robustness of each program's performance measures directly relates to the technology tools and data available. Performance management is part of the daily management processes for most DOL transportation related programs. |

Appendix 4A
Glossary of Performance Measure Types

Washington Department of Licensing Transportation-related Performance Measures Glossary of Performance Measurement Types

Output Measures

- **Workload & Volume** – Workload measures describe the volume of products or services produced by an organization. While output and workload measures are not true measures of “performance” per se, they are valuable for establishing the scope of work and monitoring trends in product or service demand. In government, output/workload measures of units of service provided tend to be the most common metrics reported.
- **Activity/Process** – Activity measures describe the status or completion of a particular activity. These are based on project-oriented objectives, or things that must be done in order for the DOL to be considered successful.

Financial Perspective Measures

- **Revenue Generation & Budget** – These measures are “big picture” measures that focus on the ability of the organization to effectively generate revenue and operate within budget. In government organizations, they typically focus on revenue generated per specific process output, such as revenue per license issued and budget expenditures relative to allotments.

Customer Perspective Measures

- **Service (or Product) Attributes** – These measures are focused on the attributes of services or products that are most important to the customers that receive the service. Typically, these measures fall into one of four categories: price, quality, timeliness, and/or functionality. The key to these measures is that they reflect the customer’s perspective and interest, not necessarily the agency’s. For example, DOL may want to complete an audit within a certain amount of time. If the timeliness of completing that audit is not of significant importance to the direct customer, then timeliness of the audit is not a valid measure of customer service.
- **Image/Reputation** – These are measures of the attitude of customers toward the organization. They are not “factual” measures, but instead tend to measure customer perception. These measures can address direct customers or indirect customers (the public at large, the legislature, government agencies, for example). The most common measures in this category usually come from customer survey information.
- **Social Outcomes** – These are measures of the “greater good” that DOL delivers to indirect customers (the citizens of Washington State, the public at large). Social outcomes include measures of public health, safety, or well-being, for example. This category of measurement can be problematic, because the potential exists that the agency might believe that an outcome measure in the category is of strategic importance, but in fact the “public at large” may not agree with that assessment. Ideally, social outcome measures should be related to known public values. (This of course is much easier said than done.)

Process Perspective Measures

The measures in these categories are concerned with the effectiveness of DOL’s processes in delivering customer value and/or “big picture” financial performance. The thought here is that if a process does not relate, fairly strongly, to one of the financial or customer perspective measures, then it is not a strategic process. It is critical to remember that while many processes

Washington Department of Licensing Transportation-related Performance Measures Glossary of Performance Measurement Types

are very important, not all processes are strategic (keeping in mind that a “strategy” does not address the entire operations of the DOL, but instead it should reflect the “change agenda” of the agency). Measures typically fall into one of four major categories: (1) managing operations, (2) managing customer relationships, (3) managing innovation, and (4) managing the regulatory and social responsibility processes. The actual measures in this category are usually expressed as one of the following:

- **Efficiency** – These measures evaluate the cost of providing a unit of service to a customer.
- **Quality** – These measures look at the overall quality of a strategic process. For example, the number of vehicle titles issued requiring rework might be such a measure. This measure is related to a process’ performance, and is very different from any quality related measures in the customer perspective.
- **Timeliness** – These measures describe the timeliness of the performance of a process or completion of a product. Process timeliness is important if it contributes to something that the customer cares about, to the revenue generation ability or productivity of the organization, or to the ability of the organization to comply with laws or regulations. (Some timeliness measures are extremely important to the customer, and appear in the Customer Service measure category.)

Learning and Growth Perspective Measures

Learning and growth measures are concerned with measuring the effectiveness of the organization in making the investments that the agency needs to achieve its strategic direction in the long term. These measures can be fairly “soft” in nature given the nature of the subject being measured. These measures typically fall into one of the following three “investment categories:”

- **Employee Development** – These are measures of the effectiveness of investments in the organization’s employees, typically relating to their growth or functionality. An example might be a measure of the effectiveness of employee training.
- **Technology Development**– These measures typically address the effectiveness of the organization in making investments in technology that, in the intermediate to long term, will significantly contribute to the performance of the organization. An example of a measure in this category might be the “competency” of employees to use a newly introduced or enhanced information system. Another measure might be how “current” the organization is in implementing its strategic information systems plan.
- **Culture Development** – These are measures that assess the effectiveness of investments in the culture of the organization. Examples of measures might include the percent of employees that are fully aware an agency’s vision, mission or strategies or measures of organizational morale.

Appendix 4B
Washington Department of Licensing
Transportation-Related Oversight Measures

***Washington Department of Licensing
Transportation-related Performance Measures
Oversight Measures Classification Summary***

Introduction:

This document summarizes the primary oversight measures that are reported and/or used by the Department of Licensing to describe and manage transportation-related services.

Sources:

DOL's Oversight Measures were extracted from the following sources:

AAI = State of Washington Agency Activity Inventory for Agency 240: Department of Licensing (for the Appropriation Period 2005-07, Activity Version 2005-07 Carry Forward Level)

GOV = Performance Agreement between the Department of Licensing and the Governor of the State of Washington, July 2004 – June 2005.

Goals and Objectives Key:

Statewide Results Areas (from the Agency Activity Inventory)

I = Improve the safety of people and property

II = Improve the economic vitality of businesses and individuals

III = Improve the ability of State Government to achieve its results efficiently and effectively

Goals (from the DOL Strategic Plan)

A = Set new levels of excellence in customer service and satisfaction

B = Prevent physical injury and fatalities

C = Prevent crime and property loss

D = Collect revenue to support transportation, law enforcement, and mobility of goods and services

E = Help businesses thrive

Objectives (from the DOL Strategic Plan)

- 1 = Identify and license qualified drivers, vehicles, businesses and individuals practicing key professions.
- 2 = Ensure compliance with safety standards by conducting audits, investigations, background checks and inspections.
- 3 = Apply penalties when standards are not met. Restore privileges, such as reinstating licensure, when standards are achieved.
- 4 = Educate and share information with citizens.
- 5 = Collect and administer revenue.
- 6 = Administer activities effectively.

Key to Measure Classification (by Column):

- (1) Workload and/or Volume Measures: "W" indicates workload measure, "V" indicates volume measure, and "O" indicates other types of non-performance measures.
- (2) Revenue Generation & Budget Measures: "B" indicates budget measure and "RG" indicates revenue generation measure.
- (3) Customer Perspective Measures: "SA" indicates service attribute measure, "IR" indicates image and reputation measure, and "SO" indicates social outcome measure.
- (4) Process Perspective Measures: "C" indicates efficiency (cost/unit) measure, "Q" indicates effectiveness (quality) measure, and "T" indicates timeliness measure.
- (5) Learning and Growth Perspective Measures: "ED" indicates employee development measures, "TD" indicates technology development measures, and "CD" indicates cultural development measures.

| WA Department of Licensing Transportation-Related Oversight Measures | Source | Section | Goal/ Objective | (1) Workload/ Volume Measures | (2) Revenue Generation & Budget Measures | (3) Customer Perspective Measures | (4) Process Perspective Measures | (5) Learning/ Growth Measures |
|--|--------|---------|--------------------|--|--|--|---|--|
| Information technology (IT) policy development, implementation, security administration, privacy protection, and operational integrity of 149 IT applications linked to 95 data bases of 25 million client records with 238 electronic interfaces to individual citizen records. | AAI | SD | 6 | W | | | | |
| Verification and update of driver records for 20,000 suspensions for DUI convictions annually. | AAI | DLS&R | B,C,2,3 | W | | | | |
| Verification and update of driver records for 69,000 DUI arrests annually. | AAI | DLS&R | B,C,2,3 | W | | | | |
| Verification and update of driver records for 993,000 citations annually. | AAI | DLS&R | A,1,2 | W | | | | |
| Verification and update of driver records for 30,000 uninsured accidents annually. | AAI | DLS&R | B,C,1,2,3 | W | | | | |
| Respond to 4,000 telephone calls and 200 emails weekly from citizens inquiring about their driving records. | AAI | DLS&R | A,4 | W | | | | |
| Registration of 3.2 million voters, partnering with the Secretary of State's Office. | AAI | ELC | III | W | | | | |
| Registration of 747,000 organ donors, a best practice for other states. | AAI | ELC | III,6 | W | | SO | | |
| Receive 2,400 allegations of suspected license fraud or identity theft annually. | AAI | PCE | I,C,D,4,6 | W | | | | |
| Receive, research and respond to 48,000 photo and informational requests, and 840 photomontages requests from law enforcement annually. | AAI | PCE | I,III, A,C,6 | W | | | | |
| 1,200 hearings for habitual offenders who have accumulated multiple moving violations leading to increased civil penalties. | AAI | PDPD | I.2 | W | | | | |
| 550 Financial Responsibility hearings for accidents without the required insurance. | AAI | PDPD | I,2,3 | W | | | | |
| Hearings to restrict the driving privileges of 170 drivers for medical reasons that impair their ability to safely operate a motor vehicle. | AAI | PDPD | I,B,2 | W | | | | |
| (Conduct) 60 fraud hearings. | AAI | PDPD | I,C,2,3 | W | | | | |

| WA Department of Licensing Transportation-Related Oversight Measures | Source | Section | Goal/ Objective | (1) Workload/ Volume Measures | (2) Revenue Generation & Budget Measures | (3) Customer Perspective Measures | (4) Process Perspective Measures | (5) Learning/ Growth Measures |
|---|--------|---------|--------------------|--|--|--|---|--|
| Conduct 18,000 hearings (what kind?) | AAI | PDPD | I,C,2,3 | W | | | | |
| Registration and monitoring of 566 instructors and 162 driving schools and training sites annually to ensure that minimum curriculum requirements are met to properly educate and develop the driving skills of 64,000 new vehicle drivers. | AAI | PCOM | II,2,4 | W | | | | |
| 22,500 knowledge tests and 7,000 motorcycle skill tests conducted annually. | AAI | PCOM | 1 | W | | | | |
| Process 20,000 business tax returns annually. | AAI | AFX | D,5 | W | | | | |
| Process 52,000 licensing transactions for approximately 26,000 IRP registered vehicles annually. | AAI | AFX | 1 | W | | | | |
| License 3,600 IFTA accounts. | AAI | AFX | 1 | W | | | | |
| Conduct 400 field audits annually to ensure compliance and uniformity with prorate and fuel tax statutes. | AAI | AFX | D,2,5 | W | | | | |
| Process and issue 20,000 prorate and fuel tax refunds annually. | AAI | AFX | A,6 | W | | | | |
| Investigate over 2,000 customer and business complaints annually. | AAI | ARF | I,B,C,2 | W | | | | |
| Conduct 1,300 investigations and over 2,300 inspections, certifications and technical assistance visits to ensure compliance with the laws governing vehicle and vessel dealers and manufacturers. | AAI | ARF | I,B,2 | W | | | | |
| Conduct 359 audits of vehicle and vessel dealerships. | AAI | ARF | I,B,2 | W | | | | |
| Document and record approximately 6 million registrations, including 600,000 mandatory license plate replacements, two million certificates of ownership (titles) for motor vehicles, and title and register over 260,000 vessels annually. | AAI | AVV | 6 | W | RG | | | |
| Percent of code completed and ready for testing (Unisys re-platforming). | GOV | | III,A,6 | W | | | | TD |
| Percent of requirements completed – National Motor Vehicle Title Information System (NMVITIS). | GOV | | II,A,6 | W | | | | TD |
| Number of tribal fuel tax agreements renegotiated. | GOV | | II,D,5 | W | | | | |
| Number of Internet transactions performed. | GOV | | III,A,6 | W | | | C | TD |

| WA Department of Licensing Transportation-Related Oversight Measures | Source | Section | Goal/ Objective | (1) Workload/ Volume Measures | (2) Revenue Generation & Budget Measures | (3) Customer Perspective Measures | (4) Process Perspective Measures | (5) Learning/ Growth Measures |
|---|--------|---------|--------------------|--|--|--|---|--|
| Collection of \$3 billion in transportation revenues each biennium. | AAI | SD | D,5 | | RG | | | |
| Accounting services for the collection, sourcing and distribution of \$1.5 billion of state and local revenues annually. | AAI | SD | D,5 | | RG | | | |
| Collection of \$45.8 million in revenue annually from issuance of driver licenses and identification cards. | AAI | ELC | D,5 | | RG | | | |
| Collection of \$468,000 in revenue annually from Commercial Driver Schools. | AAI | ELC | D,5 | | RG | | | |
| Collect in excess of \$1.3 million in revenue. | AAI | PDPD | D,5 | | RG | | | |
| Collect approximately \$1.9 billion in fuel taxes per biennium. | AAI | AFX | D,5 | | RG | | | |
| Collect \$43.8 million in Washington commercial vehicle registration fees | AAI | AFX | D,5 | | RG | | | |
| Collect and transmit \$12 million to other IRP jurisdictions. | AAI | AFX | D,5 | | RG | | | |
| Recover over \$4 million each biennium in unpaid taxes. | AAI | AFX | D,5 | | RG | | | |
| Collect \$4.4 million in revenue from dealer license fees per biennium. | AAI | ARF | D,5 | | RG | | | |
| Generate \$9.2 million in combination of revenue for state and recovered/returned money to customers during the biennium. | AAI | ARF | II,A,D,5 | | RG | | | |
| Collect fines in excess of \$600,000 for violations charged during the biennium. | AAI | ARF | I,D,3,5 | | RG | | | |
| Collect \$708 million for the Motor Vehicle fund. | AAI | AVV | D,5 | | RG | | | |
| Collect \$33.4 million for the General Fund from vessel registration. | AAI | AVV | D,5 | | RG | | | |
| Collect \$125.3 million in vehicle excise taxes. | AAI | AVV | D,5 | | RG | | | |
| Collect \$74.3 million for the Monorail project. | AAI | AVV | D,5 | | RG | | | |
| Collect \$328 million for the Department of Revenue in use tax. | AAI | AVV | D,5 | | RG | | | |
| Sell 82,000 (original and renewal) personalized plates annually. | AAI | AVV | D,5 | | RG | | | |
| Issue 108,000 license plates with special designations for universities, Law Enforcement Memorial and others, collecting and depositing the funds for identified organizations. | AAI | AVV | D,5 | | RG | | | |

| WA Department of Licensing Transportation-Related Oversight Measures | Source | Section | Goal/ Objective | (1) Workload/ Volume Measures | (2) Revenue Generation & Budget Measures | (3) Customer Perspective Measures | (4) Process Perspective Measures | (5) Learning/ Growth Measures |
|--|--------|---------|--------------------|--|--|--|---|--|
| Reduction in vehicle fatalities. | AAI | DLS&R | B,1,2,3 | | | SO | | |
| Reduction in the NHTSA fatality rate per 100 million vehicle miles traveled. | AAI | ELC | I,B | | | SO | | |
| Reduce the number of truck-related fatalities by 41 percent by 2008 | AAI | ELC | I,B | | | SO | | |
| Improve the percentage of suspects apprehended for identity crimes. | AAI | PCE | I,II,C,4,6 | | | SO | Q | |
| Wait time for citizens seeking services in licensing offices of under 20 minutes (on average) | AAI | ELC | III,A,6 | | | SA | | |
| Reduce financial loss to small businesses due to drivers license fraud. | AAI | PCE | I,C,D,4,6 | | | SA | | |
| Prove online access and customer services 24 hours a day, offering 41 forms online. | AAI | ARF | A,4 | | | SA | | |
| Provide a wide variety of online services through Internet Payment Option services, enabling 24/7 customer convenience, with over 420,000 online vehicle and vessel renewals processed in a 12 month period. | AAI | AVV | III,A,6 | | | SA | | TD |
| Enable 7,700 Internet users per month to access forms online. | AAI | AVV | III,A,6 | | | SA | | |
| Reduction in the number of busy calls (call center). | GOV | | III,A,6 | | | SA | | |
| Reduction in the number of abandoned calls (call center). | GOV | | III,A,6 | | | SA | | |
| Percent increase in the number of Internet transactions. | GOV | | III,A,6 | | | SA | Q | |
| 15,700 DUI hearings which must be processed within 60 days. | AAI | PDPD | I,2 | | | | T | |
| Conduct a DUI hearing within 60 days of the incident. | AAI | PDPD | I,B,C,3 | | | | T | |
| Reduce the paperwork burdens for fuel tax licensing, reporting, and payment of fuel taxes for interstate motor carriers. | AAI | AFX | II,A,E,6 | | | | Q | |
| Reduction of administrative DUI sanctions dismissals to 25% or less. | GOV | | I,C,3 | | | | Q | |
| Percent of transactions processed by the NMVITIS. | GOV | | III,A,6 | | | | Q | |
| Utilization of hearings officers statewide. | GOV | | III,B,3 | | | | C | |
| Reduction in the manual processing of motor carrier forms (target = 70%). | GOV | | III,6 | | | | C | |
| Calls per FTE (call center). | GOV | | III,6 | | | | C | |
| Self-serve calls (call center). | GOV | | III,A,6 | | | | C | |

| WA Department of Licensing Transportation-Related Oversight Measures | Source | Section | Goal/ Objective | (1) Workload/ Volume Measures | (2) Revenue Generation & Budget Measures | (3) Customer Perspective Measures | (4) Process Perspective Measures | (5) Learning/ Growth Measures |
|---|--------|---------|--------------------|--|--|--|---|--|
| Human resources services for 1,224 employees, including employee development and training (10,000 hours). | AAI | SD | 6 | | | | | ED, CD |
| Number of participants completing Leadership 1 Training. | GOV | | III | | | | | ED |
| Progress in preparing Leadership 2 Training curriculum. | GOV | | III | | | | | ED |

Appendix 4C
DOL Transportation-Related Performance Measures
- Operating –

Washington Department of Licensing Transportation-related Performance Measures Classification Summary

Introduction:

This document summarizes the primary performance measures that are reported and/or used by the Department of Licensing to describe and manage transportation-related services. Measures from the Vehicle Services, Driver Services, Administrative Services, and Information Services Divisions are included.

Sources:

Measures were extracted from the following sources:

SP = Department of Licensing Strategic Plan 2005-2007, May 2004.
LBR = Division Licensing Business Reviews, various dates throughout 2004
MAR = T.S. Marshall Associates Performance Monitoring & Reporting for the Vehicle Services Division, version distributed on 11/17/2004
DI = Interview with Fred Stephens, Director
ADI = Interviews with Assistant Directors
INT = Interviews with section managers and staff
PPR = 2003-05 Performance Progress Report for Quarter Ending June 2004
Work = Driver Responsibility Workloads, Driver Services Division
GOV = Performance Agreement between the Department of Licensing and the Governor of the State of Washington, July 2004 – June 2005.
Bal Scor = Balanced Scorecard
UPT = Unit Performance Tracking (part of Individual Performance Agreements maintained by the Divisions)
HISR - Hearings and Interviews Unit Statistical/Data Report
SLA = Service Level Agreement
BUD = DOL 2005-2007 Biennial Budget Request

Goals and Objectives Key:

Statewide Results Areas (from the Agency Activity Inventory)

I = Improve the safety of people and property
II = Improve the economic vitality of businesses and individuals
III = Improve the ability of State Government to achieve its results efficiently and effectively

Goals (from the DOL Strategic Plan)

- A = Set new levels of excellence in customer service and satisfaction
- B = Prevent physical injury and fatalities
- C = Prevent crime and property loss
- D = Collect revenue to support transportation, law enforcement, and mobility of goods and services
- E = Help businesses thrive

Objectives (from the DOL Strategic Plan)

- 1 = Identify and license qualified drivers, vehicles, businesses and individuals practicing key professions.
- 2 = Ensure compliance with safety standards by conducting audits, investigations, background checks and inspections.
- 3 = Apply penalties when standards are not met. Restore privileges, such as reinstating licensure, when standards are achieved.
- 4 = Educate and share information with citizens.
- 5 = Collect and administer revenue.
- 6 = Administer activities effectively.

**Washington Department of Licensing
Transportation-related Performance Measures Classification Summary**

Vehicle Services

| Broad Category | | | Outputs | | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|---|-------------|--------------------|----------------------|-------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Activity/ Process | Workload & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| DIVISION-WIDE | | | | | | | | | | | | | | |
| Administration and All Programs | | | | | | | | | | | | | | |
| Allotment & expenditures | MAR, LBR | III,D,6 | | | X | | | | | | | | | |
| Budget variance | MAR, LBR | III,D,6 | | | X | | | | | | | | | |
| # of FTEs | MAR | | | | X | | | | | | | | | |
| FTE variance | MAR | | | | X | | | | X | | | | | |
| Total revenue generated, by program | ADI | | | | X | | | | | | | | | |
| Percent of complaints against vehicle dealers by action taken | ADI | | | | | | | | | X | | | | |
| | | | | | | | | | | | | | | |
| Performance Agreement | | | | | | | | | | | | | | |
| % complete – implement NMVITIS | MAR | III,D | X | | | | | | | | | | | |
| % complete – internet auto sales | MAR | III, 2 | X | | | | | | | | | | | |
| % complete – issue I-776 | MAR | III, 6 | X | | | | | | | | | | | |
| % complete – second address option | MAR | III, A, 6 | X | | | | | | | | | | | |
| % complete – Fraud Detection and Prevention Unit | MAR | I,C,2 | X | | | | | | | | | | | |
| % complete – DOL's mail service | MAR | III, 6 | X | | | | | | | | | | | |
| % complete – laser printers for VFS offices | MAR | III, A, 6 | X | | | | | | | | | | | |
| % complete – digitally processed license plate manufacturing system | MAR | III, 6 | X | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| Value and Benefit Perspective | | | | | | | | | | | | | | |
| # of tort claims | MAR | III, C | | | | | | X | | | | | | |
| # of title errors that lead to customer disputes | MAR | III, A | | | | X | | | | | | | | |
| # of titles that have been cancelled due to errors | MAR | III, A | | | | X | | | | | | | | |
| | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| Financial and Social Cost Perspective | MAR | | | | | | | | | | | | | |
| On-time success rate (%) in implementing fees and taxes | MAR | III, D | | | | | | | | | X | | | |
| % of costs – relating to legislative cap | MAR | III, D | X | | | | | | | | | | | |
| % of valid customers who receive authorization within the time period | MAR | III, A | | | | X | | | | | | | | |

Washington Department of Licensing
Transportation-related Performance Measures Classification Summary

Vehicle Services

| Broad Category | | | Outputs | | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|---|--------|--------------------|----------------------|-------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Activity/ Process | Workload & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| % complete – legislative approval for plate transfer | MAR | ? | X | | | | | | | | | | | |
| Internal Business Process Perspective | | | | | | | | | | | | | | |
| % of potentially unsafe motor carriers and/or commercial vehicles that should not be operated | MAR | I, B, 1 | | | | | | X | | | | | | |
| % of manual processing required for motor carrier forms | MAR | III, 6 | X | | | | | | | | | | | |
| Time spent processing exceptions | MAR | III, 6 | | | | | | | X | | | | | |
| Learning and Growth Perspective | | | | | | | | | | | | | | |
| On-time success rate – evaluations and IDPs | MAR | III | | | | | | | | | X | X | | |
| % of employee surveys rated at least the “almost always” level | MAR | III | | | | | | | | X | | | | |
| # of training and carrier development opportunities for division staff | MAR | III | | | | | | | | | | X | | |
| Required Training | | | | | | | | | | | | | | |
| # of New Employee Orientations not completed within timeframes | MAR | III | | | | | | | | | X | | | |
| # of Achieving Extraordinary Customer Relations not completed within timeframes | MAR | III | | | | | | | | | X | | | |
| Number of Harassment Prevention not completed within timeframe | MAR | III | | | | | | | | | X | | | |
| Number of Valuing Diversity not completed within timeframe | MAR | III | | | | | | | | | X | | | |
| Number of VESTED not completed within required timeframe | MAR | III | | | | | | | | | X | | | |
| Number of Ethics not completed within required timeframe | MAR | III | | | | | | | | | X | | | |
| Number of Expanding Disability Awareness not completed within required timeframe | MAR | III | | | | | | | | | X | | | |
| Number of Computer Security Training not completed within required timeframe | MAR | III | | | | | | | | | X | | | |

**Washington Department of Licensing
Transportation-related Performance Measures Classification Summary**

Vehicle Services

| Broad Category | | | Outputs | | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|---|-------------|--------------------|----------------------|-------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Activity/ Process | Workload & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| Required Safety Training | | | | | | | | | | | | | | |
| Number of Defensive Driving not completed within timeframe | MAR | III | | | | | | | | | X | | | |
| Number of Defensive Driving Refresher not completed within timeframe | MAR | III | | | | | | | | | X | | | |
| Number of First Aid/Cardiopulmonary Resuscitation not completed within timeframe | MAR | III | | | | | | | | | X | | | |
| | | | | | | | | | | | | | | |
| Required Leader Training | | | | | | | | | | | | | | |
| Number of Leadership DOL, Level 1 not completed within required timeframe | MAR | III | | | | | | | | | X | | | |
| Number of Leadership DOL, Level 2 not completed within required timeframe | MAR | III | | | | | | | | | X | | | |
| Number of Harassment Awareness Refresher not completed within required timeframe | MAR | III | | | | | | | | | X | | | |
| Number of Violence/Domestic Violence Awareness not completed within timeframe | MAR | III | | | | | | | | | X | | | |
| Number of Defensive Driving not completed within timeframe | MAR | III | | | | | | | | | X | | | |
| | | | | | | | | | | | | | | |
| DEALER SERVICES | | | | | | | | | | | | | | |
| Investigator travel expenditures | MAR | III, 6 | | | X | | | | | | | | | |
| AG cycle time | LBR, MAR | III, 6 | | | | | | | | | X | | | |
| Percent of occurrences that AG cycle time exceeds 45 days | MAR | III,6 | | | | X | | | | | X | | | |
| Number of industry contacts | MAR | A, 4 | | | | X | | | | | | | | |
| Ratio of revenue collected for every dollar spent | MAR | III,A | | | | | | | X | | | | | |
| Average cost per completed case | MAR | III,6 | | | | | | | X | | | | | |
| Value recovered, statewide and by region (dollar amount refunded by a dealer to a customer) | MAR | I, A, D, 5 | | | X | X | | X | | | | | | |
| Total number of enforcement actions, by type (AA, NOC and VN) and by statewide, region (various measures) | MAR | I, B, C, 2, 3 | | X | | | | | | | | | | |
| Average days per case from opening to closure, | MAR | I, 6 | | | | | | | | X | X | | | |

**Washington Department of Licensing
Transportation-related Performance Measures Classification Summary**

Vehicle Services

| Broad Category | | | Outputs | | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|--|--------|--------------------|----------------------|-------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Activity/ Process | Workload & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| statewide and by region | | | | | | | | | | | | | | |
| Number of investigations opened, statewide and by region | MAR | I, B, C, 2 | | X | | | | | | | | | | |
| Number of inspections, certifications and recertifications statewide and by region | MAR | I, B, C, 2 | | X | | | | | | | | | | |
| Number of dealers trained, statewide and by region | MAR | III, E, 4 | | X | | | | | | | | | | |
| Total number of audits statewide and by region | MAR | III, E, 4 | | X | | | | | | X | | | | |
| Percent of complaints leading to enforcement actions | MAR | I,A | | X | | | | | | | | | | |
| Number of complaints statewide | MAR | I,A | | X | | | | | | | | | | |
| Licensing and Compliance Audit Unit | | | | | | | | | | | | | | |
| Average licensing processing time (days) | MAR | III, 6 | | | | | | | | | X | | | |
| Revenue collected | MAR | D, 5 | | | X | | | | | | | | | |
| Number of applications received | MAR | N/A | | X | | | | | | | | | | |
| Number of renewals processed | MAR | N/A | | X | | | | | | | | | | |
| Required Training | | | | | | | | | | | | | | |
| (see Division-wide measures) | | | | | | | | | | | | | | |
| PRORATE AND FUEL TAX | | | | | | | | | | | | | | |
| Allotments, Expenditures, Revenues, Refunds | | | | | | | | | | | | | | |
| Total revenue collected | MAR | III, D, 5 | | | X | | | | | | | | | |
| Total refunds | MAR | III, D, 5 | | | X | | | | | | | | | |
| Percent of taxpayer refund batch spot checked per day | MAR | III, 6 | | | | | | | | X | | | | |
| Audit Section | | | | | | | | | | | | | | |
| Variance of IFTA audits | MAR | 6 | | | | | | | | X | | | | |
| Variance for IRP audits | MAR | 6 | | | | | | | | X | | | | |
| Number of Unlicensed Refund Audits | MAR | N/A | | X | | | | | | | | | | |
| Number of Licensed Fuel Tax Audits | MAR | N/A | | X | | | | | | | | | | |
| Average customers satisfaction rating | MAR | A, | | | | X | X | | | | | | | |
| Average cost per audit | MAR | III, 6 | | | | | | | X | | | | | |
| Average number of days to complete an audit | MAR | III, 6 | | | | X | | | | | X | | | |

**Washington Department of Licensing
Transportation-related Performance Measures Classification Summary**

Vehicle Services

| Broad Category | | | Outputs | | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|--|--------|--------------------|----------------------|-------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Activity/ Process | Workload & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| Compliance Section | | | | | | | | | | | | | | |
| Number of accounts collected | MAR | D, 5 | | | X | | | | | | | | | |
| Number of accounts to be collected | MAR | D, 5 | | | X | | | | | | | | | |
| Total revenue collected | MAR | D, 5 | | | X | | | | | | | | | |
| | | | | | | | | | | | | | | |
| Distributor Unit | | | | | | | | | | | | | | |
| Number of tax returns processed | MAR | N/A | | X | | | | | | | | | | |
| Average number of tax returns processed per FTE | MAR | III, 6 | | | | | | | X | | | | | |
| Dollars collected per fuel type (motor, special, aircraft) | MAR | D, 5 | | | X | | | | | | | | | |
| Number of taxable gallons per fuel type (motor, special, aircraft) | MAR | D, 5 | | X | | | | | | | | | | |
| Number of taxable gallons per fuel type (motor, special, aircraft) | MAR | D, 5 | | X | | | | | | | | | | |
| Total revenue collected – all fuel types | MAR | D, 5 | | | X | | | | | | | | | |
| | | | | | | | | | | | | | | |
| Refund Claim | | | | | | | | | | | | | | |
| Number of refund claims processed | MAR | III, 6 | | X | | | | | | | | | | |
| Average number of claims processed per FTE | MAR | III, 6 | | | | | | | X | | | | | |
| Total refunds (dollars) | MAR | N/A | | X | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| Refund Accuracy and Efficiency | | | | | | | | | | | | | | |
| Number of refunds processed | MAR | N/A | | X | | | | | | | | | | |
| Percent of refunds returned for correction | MAR | III, A, 6 | | | | X | | | | X | | | | |
| Number of warrant cancellations (issued in error) | MAR | III, A, 6 | | | | X | | | | X | | | | |
| Batch date to warrant issued date per refund batch | MAR | N/A | | X | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| Field Office Service Delivery Model | | | | | | | | | | | | | | |
| Number of IRP credentials –statewide and by region | MAR | N/A | | X | | | | | | | | | | |
| Percent of IRP credentials – statewide and by region | MAR | N/A | | X | | | | | | | | | | |
| Average cost per credential issued statewide and by region | MAR | III | | | | | | | X | | | | | |
| Number of IFTA tax returns | MAR | N/A | | X | | | | | | | | | | |

Washington Department of Licensing
Transportation-related Performance Measures Classification Summary

Vehicle Services

| Broad Category | | | Outputs | | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|--|--------|--------------------|----------------------|-------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Activity/ Process | Workload & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| Percent of IFTA transactions to all | MAR | | | | | | | | | | | | | |
| Traditional Headquarters Service Delivery Model | | | | | | | | | | | | | | |
| Number of IRP credentials | MAR | N/A | | X | | | | | | | | | | |
| Percent of IRP credentials to all | MAR | N/A | | X | | | | | | | | | | |
| Average cost per credential issued | MAR | | | | | | | | | | | | | |
| Number of IFTA tax returns | MAR | N/A | | X | | | | | | | | | | |
| Percent of IFTA transactions to all | MAR | | | | | | | | | | | | | |
| Internet Service Delivery Model | | | | | | | | | | | | | | |
| Number and Percent of IRP credentials | MAR | N/A | | X | | | | | | | | | | |
| Percent of IRP credentials to all | MAR | | | | | | | | | | | | | |
| Average cost per credential issued | MAR | III, 6 | | | | | | | X | | | | | |
| Percent of IFTA transactions to all | MAR | III, 6 | | | | | | | | X | | | | |
| Number of IFTA transactions | MAR | III, 6 | | | | | | | | X | | | | |
| Office Support Services (OSS) | | | | | | | | | | | | | | |
| Number of refund claims processed | MAR | III, 6 | | X | | | | | | | | | | |
| Number of claims mailed within 3 days from receipt of FAS issuance | MAR | III, A, 6 | | | | X | | | | | X | | | |
| Number of mail distribution errors daily per unit | MAR | III,A, 6 | | | | X | | | | X | | | | |
| Required Training | | | | | | | | | | | | | | |
| (See Division-wide measures) | | | | | | | | | | | | | | |
| TITLE & REGISTRATION SERVICES | | | | | | | | | | | | | | |
| VFS revenue | MAR | III,D,5 | | | X | | | | | | | | | |
| Vehicles revenue | MAR | III,D,5 | | | X | | | | | | | | | |
| Vessel revenue | MAR | III,D,5 | | | X | | | | | | | | | |
| Other agencies revenue | MAR | III,D,5 | | | X | | | | | | | | | |
| Revenue collected for every dollar spent | MAR | III,D,5 | | | X | | | | | | | | | |
| Number of days for title processing | MAR | III,A | | | | X | | | | | X | | | |
| Number of hours working on indirect activities | MAR | III | | | X | | | | | | | | | |
| Time (in days) required to process a new license (30 day | LBR | III A,D, 5, | | | | X | | | | | X | | | |

Washington Department of Licensing
Transportation-related Performance Measures Classification Summary

Vehicle Services

| Broad Category | | | Outputs | | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|---|--------|--------------------|----------------------|-------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Activity/ Process | Workload & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| target) | | 6 | | | | | | | | | | | | |
| Number and percent of commercial vehicle registrations processed, by type (headquarters, field, internet) | LBR | III,A,D,5,6 | | X | | | | | | | | | | |
| Cost per commercial vehicle registration | LBR | III, 6 | | | | | | | X | | | | | |
| Total number of vehicle title transactions completed | PPR | N/A | | X | | | | | | | | | | |
| Number of registration tabs issued | PPR | N/A | | X | | | | | | | | | | |
| SWAT (Sellers Reports, Wreckers, Abandoned Vehicles and Total Loss Claims) | | | | | | | | | | | | | | |
| Number of affidavit sales processed (HQ and on line) | MAR | III, 6 | | X | | | | | X | | | | | |
| Percent of affidavit sales processed online | | III, 6 | | | | | | | | | | | | |
| Number of total loss claims processed (HQ and on-line) | MAR | III, 6 | | X | | | | | X | | | | | |
| Percent of total loss claims processed online | MAR | III, 6 | | | | | | | | | | | | |
| Number of wrecker and scrap processor reports received (regular and on-line) | MAR | III, 6 | | X | | | | | X | | | | | |
| Percent of wrecker and scrap processor reports online | MAR | III, 6 | | | | | | | | | | | | |
| Number of sellers reports received | MAR | III, 6 | | | | | | | | | | | | |
| Number of sellers reports processed (VFS, on-line,HQ) | MAR | III, 6 | | X | | | | | X | | | | | |
| Variance of sellers reports received to processed at HQ | MAR | III, 6 | | | | | | | | | | | | |
| Number of sellers reports processed per FTE | MAR | III, 6 | | | | | | | | | | | | |
| Cost per sellers report processed (HQ, VFS, on-line) | MAR | III, 6 | | | | | | | | | | | | |
| Percent of sellers reports processed on-line and VFS | MAR | III, 6 | | | | | | | | | | | | |
| Number of new insurance company accounts established | MAR | A | | | | X | | | | | | | | |
| Fee Services | | | | | | | | | | | | | | |
| Number of refund requests processed | MAR | III,A,6 | | X | | | | | | | | | | |
| Number of refunds issued | MAR | III,A,6 | | X | | | | | | | | | | |
| Dollars refunded | MAR | III,A,6 | | | X | | | | | | | | | |
| Number of refunds processed per FTE | MAR | III,A,6 | | | | | | | X | | | | | |
| Total number of verified or except addresses | MAR | III,A,6 | | X | | | | | | | | | | |
| Communications | | | | | | | | | | | | | | |
| Number of after-hours calls | MAR | III,A | | X | | | | | | | | | | |

Washington Department of Licensing
Transportation-related Performance Measures Classification Summary

Vehicle Services

| Broad Category | | | Outputs | | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|---|--------|--------------------|----------------------|-------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Activity/ Process | Workload & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| Number of after-hours Teletype messages received | MAR | III,A | | X | | | | | | | | | | |
| Number of requests for hand searches during day shift | MAR | III,A | | X | | | | | | | | | | |
| Average time (in minutes) to complete a hand search request | MAR | III,A | | | | | | | X | | | | | |
| Investigative Research Unit | | | | | | | | | | | | | | |
| Number of restores | MAR | III, 6 | | X | | | | | | | | | | |
| Average processing time (in minutes) per request | MAR | III, 6 | | | | | | | X | | | | | |
| Average cost per restore | MAR | III, 6 | | | | | | | X | | | | | |
| Number of research requests | MAR | III, 6 | | X | | | | | | | | | | |
| Average cost per research request | MAR | III, 6 | | | | | | | X | | | | | |
| Dishonored Checks | | | | | | | | | | | | | | |
| Number of write offs | MAR | III, 6 | | X | | | | | | | | | | |
| Dollar amount of write offs | MAR | III, 6 | | | | | | | | | | | | |
| Average amount per write-off | MAR | III, 6 | | | | | | | | | | | | |
| Number of manual interventions | MAR | III, 6 | | | | | | | | | | | | |
| Cost per DHC | MAR | III, 6 | | | | | | | | | | | | |
| Number of DHCs restituted through collection agency | MAR | III, 6 | | | | | | | | | | | | |
| Amount collected through collection agency | MAR | III, 6 | | | | | | | | | | | | |
| Number of manual interventions | MAR | III, 6 | | X | | | | | X | | | | | |
| Imaging | | | | | | | | | | | | | | |
| Number of occurrences where document preparation and scanning exceeds 4 business days | MAR | III,A,6 | | | | | | | | | X | | | |
| Average cost per document scanned (Imaging System) | MAR | III,A,6 | | | | | | | X | | | | | |
| Number of documents scanned – mobile scanning | MAR | III,A,6 | | X | | | | | | | | | | |
| Cost per document – mobile scanning | MAR | III,A,6 | | | | | | | X | | | | | |
| Number of pages scanned | MAR | III,A,6 | | X | | | | | | | | | | |
| Number of transactions processed within contract limits | MAR | III,A,6 | | | | | | | | X | | | | |
| Vehicle Licensing | | | | | | | | | | | | | | |
| Percent of CO-40 money transactions not processed on the day of receipt | MAR | III, A, 6 | | | | | | | | | X | | | |

Washington Department of Licensing
Transportation-related Performance Measures Classification Summary

Vehicle Services

| Broad Category | | | Outputs | | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|--|--------|--------------------|----------------------|-------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Activity/ Process | Workload & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| Percent of Personalized Plate applications not processed on the day of receipt | MAR | III, A, 6 | | | | | | | | | X | | | |
| Percent of transactions returned to customers | MAR | III, A, 6 | | | | | | | | X | | | | |
| Number of Record Corrections completed | MAR | III, 6 | | | | | | | | X | | | | |
| Number of inventory errors | MAR | III, 6 | | | | | | | | X | | | | |
| Percent of responding satisfied customers from a survey | MAR | A | | | | | X | | | | | | | |
| | | | | | | | | | | | | | | |
| Field Support | | | | | | | | | | | | | | |
| Number of transactions examined | MAR | N/A | | X | | | | | | | | | | |
| Percent of transactions examined | MAR | III, 6 | | | | | | | | X | | | | |
| Average number of title transactions examined per FTE | MAR | III, 6 | | | | | | | X | | | | | |
| Processing time | MAR | III, 6 | | | | | | | X | | X | | | |
| Percent of transactions processed | MAR | III, 6 | | | | | | | | | X | | | |
| Percent of exceptions | MAR | III, 6 | | | | | | | | X | | | | |
| Average number of exceptions per FTE | MAR | III, 6 | | | | | | | X | | | | | |
| Percent of rejects | MAR | III, 6 | | | | | | | | X | | | | |
| Number of record corrections completed | MAR | III, 6 | | X | | | | | | | | | | |
| Total number of record corrections completed (FS and VL) | MAR | III, 6 | | X | | | | | | | | | | |
| Accuracy rate (percent accurate) | MAR | III, 6 | | | | | | | | X | | | | |
| Number of telephone calls received | MAR | N/A | | X | | | | | | | | | | |
| Average number of telephone calls per FTE | MAR | III | | | | | | | X | | | | | |
| | | | | | | | | | | | | | | |
| Document Preparation | | | | | | | | | | | | | | |
| Number of transactions prepped | MAR | N/A | | X | | | | | | | | | | |
| Accuracy rate (%) | MAR | III, 6 | | | | | | | | X | | | | |
| | | | | | | | | | | | | | | |
| Training Quality | | | | | | | | | | | | | | |
| Number of mailboxes | MAR | N/A | | X | | | | | | | | | | |
| Number of trainings | MAR | III, 6 | | X | | | | | | | | | | |
| Number of system changes | MAR | N/A | | X | | | | | | | | | | |
| Training effectiveness rating | MAR | III, 6 | | | | | | | | | | X | | |
| | | | | | | | | | | | | | | |
| VFS Office Service Quality | MAR | | | | | | | | | | | | | |

Washington Department of Licensing
Transportation-related Performance Measures Classification Summary

Vehicle Services

| Broad Category | | | Outputs | | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|---|--------|--------------------|----------------------|-------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Activity/ Process | Workload & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| Survey Score | | III, A, 6 | | | | X | X | | | | | | | |
| Number of customer contacts received by Field Support Administrations | MAR | A | | X | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| National Motor Vehicle Title Information System (NMVTIS) | | | | | | | | | | | | | | |
| Number of titles with NMVTIS brands | MAR | I,1 | X | | | | | | | | | | | |
| Number of stolen vehicles registered | MAR | I,1 | X | | | | | | | | | | | |
| Number of odometer discrepancies | MAR | I,1 | X | | | | | | | | | | | |
| Number of fraud cases | MAR | I,1 | X | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| Required Training | MAR | | | | | | | | | | | | | |
| (See earlier measures) | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| PERFORMANCE MONITORING & REPORTING | | | | | | | | | | | | | | |
| (Measures not included) | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |

**Washington Department of Licensing
Transportation-related Performance Measures Classification Summary**

Driver Services

| Broad Category | | | Outputs | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|---|---------------------------------|--------------------|---------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Work- load & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| <u>Oversight</u> | | | | | | | | | | | | | |
| Number of FTE positions allotted versus filled | LBR | III, 6 | | | | | | | X | | | | |
| FTE variance | LBR | III, 6 | X | | | | | | | | | | |
| Budget allotments to expenditures | LBR | III, 6 | X | | | | | | | | | | |
| Budget variance | LBR | III, | X | | | | | | | | | | |
| LSO Wait Time | LBR, DI, Bal Scor, UPT | III, | | | X | | | | | X | | | |
| DUI dismissal rate by Hearings Unit (target is 20%) | LBR, DI, ADI | I, B, 6 | | | | | X | | X | | | | |
| Accident report backlog | LBR, ADI, Bal Scor | I,B,3 | | | | | | | | X | | | |
| Customer feedback | DI, Bal Scor | III,A,6 | | | X | | | | | | | | |
| WSP fatalities and injuries | Bal Scor | I,B,6 | | | | | X | | | | | | |
| Facility costs | Bal Scor | III | X | | | | | | | | | | |
| # bad drivers with repeat offenses and DUI | Bal Scor | I,B, | | | | | | | X | | | | |
| # audit findings | Bal Scor | III,6 | | | | | | | X | | | | |
| Hearing participants satisfaction rating | Bal Scor | III,A,6 | | | X | | | | | | | | |
| % transactions performed on the internet | Bal Scor | III,A | | | X | | | X | | | | | |
| # transactions using credit/debit cards | Bal Sco | III,A | | | X | | | | | | | | |
| % reduction in phone calls to Customer Service Unit | Bal Scor | III | | | | | | X | | | | | |
| <u>Operations</u> | | | | | | | | | | | | | |
| <u>Driver Examining</u> | | | | | | | | | | | | | |
| LSO Wait Time | LBR, DI, Bal Scor, UPT | III, | | | X | | | | | X | | | |
| | | | | | | | | | | | | | |

**Washington Department of Licensing
Transportation-related Performance Measures Classification Summary**

Driver Services

| Broad Category | | | Outputs | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|--|------------------|--------------------|---------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Work- load & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| Test scheduling backlog (10 day or less target) | ADI, Bal Scor | III,A, | | | | | | | | X | | | |
| Facility cost | | | X | | | | | | | | | | |
| # DOL offices | | | X | | | | | | | | | | |
| # drive appt. no shows | Bal Scor | III | | | | | | X | | | | | |
| # driver test double bookings | Bal Scor | III | | | | | | | X | | | | |
| Driver test backlog | Bal Scor | III | | | | | | | | X | | | |
| # driver services offered on the internet | Bal Scor | II,A,6 | | | X | | | | | | | | |
| % transaction performed on internet | Bal Scor | II,A,6 | | | | | | X | | | | | |
| # debit/credit card transactions | Bal Scor | II,A,6 | | | X | | | | | | | | |
| # phone calls | Bal Scor | II,A,6 | | | | | | | | | | | |
| # complaints | Bal Scor | II,A,6 | | | | X | | | | | | | |
| # emails | Bal Scor | II,A,6 | | | | | | | | | | | |
| # letter inquiries | Bal Scor | II,A,6 | | | | | | | | | | | |
| Resubmit budget package to fund internet license/ID renewal | UPT | III,A | | | | | | | | | | X | |
| Replace tape-in/tape-out process for requests for driver records | UPT | III,A | | | | | | | | | | X | |
| Continue to represent Driver Services throughout duration of the Unisys migration project | UPT | III,A | | | | | | | | | | X | |
| Participate in Business Recovery Mitigation Plan Team | UPT | III | | | | | | | | | | X | |
| Continue to Participate in civil service reform | UPT | III | | | | | | | | | X | | |
| Work with HR to develop appropriate supervisor salary structure | UPT | III | | | | | | | | | X | | |
| Look for opportunities to improve workflow | UPT | III | | | | | | | | | | | X |
| Implement alternative means to renew driver licenses and identification cards | UPT | III | | | | | | | | | | X | |
| Promote centralized phone exchanges | UPT | III | | | | | | | | | | | |
| Analyze LSO workload model, identify problems and recommend improvements | UPT | III | | | | | | | | | | | X |
| Insure action plans are developed for underperforming offices. | UPT | III | | | | | | | | | X | | X |
| Understand and communicate the unintended consequences of the 20 minute wait time metric. | UPT | III,A,6 | | | | | | | | | X | | X |

Washington Department of Licensing
Transportation-related Performance Measures Classification Summary

Driver Services

| Broad Category | | | Outputs | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|--|-------------|--------------------|---------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Work- load & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| Driver Responsibility | | | | | | | | | | | | | |
| Number of accident reports processed | LBR, ADI | I,B | | | | | | | | | | | |
| Accident report backlog | LBR | I,B | X | | | | | | | | | | |
| DUI administrative per se turnaround time | Work | I, | | | | | | | | X | | | |
| Mandatory convictions turnaround time | Work | I,B,3 | | | | | | | | X | | | |
| FTA Adjustments turnaround time | Work | I,B,3 | | | | | | | | X | | | |
| CCDRs turnaround time | Work | I,B,3 | | | | | | | | X | | | |
| Record corrections turnaround time | Work | I,B,3 | | | | | | | | X | | | |
| Subpoenas turnaround time | Work | I,B,3 | | | | | | | | X | | | |
| Reinstatements SR-22 turnaround time | Work | I,B,3 | | | | | | | | X | | | |
| # Reports from physicians regarding conditions that could impair driving | Bal Scor | I,B,3 | | | | | | | X | | | | |
| # drivers with repeat offenses and DUI | Bal Scor | I,B,3 | | | | | | | X | | | | |
| % data collision reports automated | Bal Scor | III | | | | | | X | | | | | |
| Business feasibility for digitized photos | Bal Scor | III,6 | | | | | | | | | | X | |
| Business feasibility for CDLIS standardization | Bal Scor | III,C | | | | | | | | | | X | |
| Loss to small business due to fraud | Bal Scor | I,C,3 | | | | | X | | | | | | |
| # internal violations | Bal Scor | I,C,3 | | | | | | | | | | | X |
| # reporting states – surrendered license process | Bal Scor | I,C,3 | | | | | | | | | | | X |
| # discrepancies – surrendered license process | Bal Scor | I,C,3 | | | | | | | | | | | X |
| # fraud potentials – surrendered license process | Bal Scor | I,C,3 | | | | | | | | | | | X |
| | | | | | | | | | | | | | X |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Driver Systems | | | | | | | | | | | | | |
| Data request response time | Bal Scor | III,A,4 | | | X | | | | | X | | | |
| Staff hours per data request | Bal Scor | III | | | | | | X | | | | | |
| Complete business feasibility analysis to expand imaging and determine feasibility of IDL barcodes | Bal Scor | III | | | | | | | | | | X | |

Washington Department of Licensing
Transportation-related Performance Measures Classification Summary

Driver Services

| Broad Category | | | Outputs | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|---|------------------|--------------------|---------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Work- load & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| % reduction of LSR data entry time | Bal Scor | III | | | | | | X | | | | | |
| Driver data accuracy between data mar and Unisys operations | Bal Scor | III,6 | | | | | | | X | | | | |
| # audit findings | Bal Scor | III,6 | | | | | | | X | | | | |
| # agreements with stakeholders | Bal Scor | III,6 | | | | | | | | | | | X |
| | | | | | | | | | | | | | |
| Hearing and Interviews | | | | | | | | | | | | | |
| Hearing participant satisfaction rating | Bal Scor, UPT | A | | | X | X | | | | | | | |
| Develop1 hearing process review | Bal Scor, UPT | III,6 | | | | | | | X | | | | |
| # rules upgraded | Bal Scor | III,6 | | | | | | | X | | | | |
| DUI hearings conducted | HISR | I,6 | X | | | | | | | | | | |
| Total events conducted | HISR | I,6 | X | | | | | | | | | | |
| % of Ho workload that is DUI | HISR | I,6 | X | | | | | | | | | | |
| Avg. events conducted per HO | HISR | I,6 | X | | | | | | | | | | |
| Avg. events per HO per 5 day week | HISR | I,6 | X | | | | | | | | | | |
| % of Manager's workload spent conducting hearings | HISR | I,6 | | | | | | X | X | | | | |
| Total events conducted | HISR | I,6 | X | | | | | | | | | | |
| Growth in total hearings | HISR | I,6 | X | | | | | | | | | | |
| HO Workload | HISR | I,6 | X | | | | | | | | | | |
| Dismissal percentage | HISR, UPT | I,6 | | | | | | | X | | | | |
| # of dismissals by cause | HISR | I,6 | X | | | | | | | | | | |
| Fully implement scanning of police reports to reduce dismissals | UPT | I,B,3 | | | | | | | | | | X | |
| Develop recommendations for improvements based on UW study. | UPT | I,B,3 | | | | | | | X | | | | |
| Promote a culture of continuous improvement | UPT | III | | | | | | | | | | | X |

Washington Department of Licensing
Transportation-related Performance Measures Classification Summary

Driver Services

| Broad Category | | | Outputs | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|---|----------|--------------------|---------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Work- load & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| Develop a plan to cover staff responsibilities when they retire | UPT | III | | | | | | | | | X | | X |
| | | | | | | | | | | | | | |
| Organizational Competencies | | | | | | | | | | | | | |
| Employee satisfaction | UPT | III | | | | | | | | | | | X |
| # of false alarms and security breaches | UPT | 6 | | | | | | | X | | | | |
| Amount of LSR training security systems | Bal Scor | III | | | | | | | | | X | | |
| Staff interest assessment | Bal Scor | III,6 | | | | | | | | | | | X |
| # staff meetings | Bal Scor | III,6 | | | | | | | | | | | X |
| # staff transferring without promotion | Bal Scor | III,6 | | | | | | | | | X | | X |
| % internal fraud | Bal Scor | III,6 | | | | | | | | | | | X |
| # employees retiring with trained backup | Bal Scor | III,6 | | | | | | | | | | | X |
| | | | | | | | | | | | | | |

**Washington Department of Licensing
Transportation-related Performance Measures Classification Summary**

Information Services

| Broad Category | | | Outputs | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|---|----------|--------------------|---------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Work- load & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| <u>Oversight</u> | | | | | | | | | | | | | |
| Number of FTE positions allotted versus filled | LBR | III, 6 | | | | | | | X | X | | | |
| FTE variance | LBR | III, 6 | | | | | | | X | X | | | |
| Budget allotments to expenditures | LBR | III, 6 | | X | | | | | X | | | | |
| Budget variance | LBR | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| <u>Operations</u> | | | | | | | | | | | | | |
| Percent of time high priority applications are available | LBR | III, A, 6 | | | X | | | | X | | | | |
| Help Desk customer satisfaction | LBR | III, A, 6 | | | X | X | | | | | | | |
| Volume of calls and e-mails | LBR | N/A | X | | | | | | | | | | |
| Hours of support coverage | LBR | N/A | X | | | | | | | | | | |
| New applications and projects complete within 5% of budget (target = 95%) | LBR | III, 6 | | | | | | X | | | | | |
| No more than two fixes requiring system shutdown in 1 st 30 days of implementation | LBR | III, 6 | | | | | | X | X | | | | |
| Approved requirements delivered (target is 100%) | LBR | III, 6 | | | | | | | X | | | | |
| Staff utilization (target is 100%) | LBR | III, 6 | | | | | | X | | | | | |
| Percent of staff time devoted to development (target is 60%) | LBR | N/A | | | | | | | | | | | |
| Number of transactions successfully processed | LBR, Gov | III, 6 | X | | | | | | | | | | |
| Accuracy of internet credit card expenditure tracking and forecasting | LBR | III, 6 | | | | | | | X | | | | |
| Internet transactions, by type | LBR | III, 6 | X | | | | | | | | | | |
| Credit card allocation versus expenditure | LBR | D, 5 | | X | | | | | | | | | |
| Number of self help sessions | LBR | III, 6 | | | | | | | | | X | | X |
| Customer satisfaction, as measured by Help Desk or IS surveys (80% must rate a 4 or above) | A | | | | | X | | | | | | | |

Washington Department of Licensing
Transportation-related Performance Measures Classification Summary

Administrative Services

| Broad Category | | | Outputs | Financial | Customer Perspective | | | Process Perspective | | | Learning and Growth Perspective | | |
|--|----------------------|--------------------|---------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|---------------------------|----------------------------|-----------------|---------------------------------|--------------------------------|-----------------------------|
| Measure | Source | Goal/ Objective | Work- load & Volume | Revenue Gen. & Budget | Service Attributes | Image/ Repu- tation | Social Out- comes | Efficiency (cost/unit) | Effectiveness (quality) | Timeli- ness | Employee Develop- ment | Technology Develop- ment | Culture Develop- ment |
| <u>Oversight</u> | | | | | | | | | | | | | |
| Percent of incoming calls that receive busy signals (target is 0%) | LBR, SLA | III,A | | | X | | | | | | | | |
| Percent of abandoned calls (target is 5% or less) | LBR, SLA | III,A | | | X | | | | | | | | |
| Customer wait time/on-hold | LBR | III,A | | | X | | | | | | | | |
| Percent of DOL locations collecting and depositing revenue per RCW 43.01.050 (per quarter) | Bal Score | III,A | | | | | | X | | | | | |
| Percent of accurate and timely revenue collection throughout DOL | Bal Score | III,D | | | | | | | X | X | | | |
| Percent of undelivered mail – Drivers and Vehicles | LBR, Bal Score | III | | | | | | X | | | | | |
| Service Quality Score | SLA | III,A,6 | | | | X | | | | | | | |
| | | | | | | | | | | | | | |
| <u>Operations</u> | | | | | | | | | | | | | |
| Telephone call quality | LBR | III | | | | | | | X | | | | |
| Revenue remittance processing efficiency | LBR | III | | | | | | X | | | | | |
| Average calls/person | LBR | III | | | | | | | X | | | | |
| Percent of calls that are self-service (target = 70%) | LBR | III | | | | | | X | | | | | |
| Timeliness of revenue remittance process | LBR | III | | | | | | | | X | | | |
| Cost per Call | UPT | III | | | | | | X | | | | | |
| Calls per FTE | SLA | III | | | | | | X | | | | | |
| Email Turnaround | SLA | III, A | | | | | | | | X | | | |
| Calls by menu item | SLA | III | X | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
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Appendix 4D
***Administrative Services, Information Services,
and Driver Services Sample Measures***

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: Service level %

Measure Type:

Service Attribute
Process effectiveness (quality)

Organization/Contact Person:

Alan Haight, Customer Service Center (CSC)
Administrator

Description/Purpose of Measure:

The percentage of calls answered within 5 minutes or less (for Drivers Services) and 2 minutes or less (for vehicle services).

The percentage of calls answered within these timeframes is considered to be a direct reflection of customers' expectation to be served in a fast, efficient manner.

How is Measure Calculated? What are the Primary Data Sources?

The Call Management System computes the time required to answer each call throughout the day in half hour increments. The number of calls that are answered within required timeframes is divided by the number of calls received to create a percentage.

Reporting Frequency:

Monthly

Target Audience:

Vehicle Services Management
Driver Services Management
Customer Call Center Administrator and supervisors

Benchmark/Baseline Established? How created? Compared to Peers?

5 minutes or less for Driver Services
2 minutes or less for Vehicle Services
Benchmarks were developed based on historical performance and what the CSC thought they could deliver. Driver Services has traditionally been short-staffed and the manager believed that it would take some time before the industry standard/target is met.

Target(s) Established?

The future target will be 2 minutes for all service areas. The industry standard is associated with the industry standard abandon rate of 5%. In order to achieve an abandon rate of 5%, calls need to be picked up within 2 minutes.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | Yes | Yes | Yes |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Service Level % (continued)

Notes:

- Managers believe that these data are accurate, and have confidence in the validity, reliability, and timeliness of the measure. Data are system generated and reported on standard reports.
- Calculations are well documented in the Service Level Agreements.
- The Customer Service Center Administrator and supervisors observe real-time call waiting statistics to monitor how long calls are in the queue to redistribute workload to meet performance targets. In the longer term, service level % is used to manage staffing levels and determine training needs.
- Driver and Vehicle Services management uses the Service Level Agreement (SLA) Performance report measurement to monitor compliance with SLA standards.
- Call center industry data are widely available, and are periodically used to compare with DOL results and to modify targets.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: Busy signal %

Measure Type:

Service Attribute
Process effectiveness (quality)

Organization/Contact Person:

Alan Haight
Customer Service Center Administrator

Description/Purpose of Measure:

The percent of all calls during the month that receive a busy signal.
Busy signals reflect an unacceptable level of customer service. All calls presented to the Automated Call Distribution queue should be allowed into the queue without receiving a busy signal.

How is Measure Calculated? What are the Primary Data Sources?

Divide the daily number of busy signals by the total calls received from the Call Management System. Data is collected daily then a monthly simple average is calculated. In the future, the CSC Administrator hopes to use a weighted average for monthly statistics.

Reporting Frequency:

Monthly

Target Audience:

Driver Services Management
Vehicle Services Management
Customer Call Center Administrator and supervisors

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

Baseline is 0% (this is the industry standard)

**Target(s)
Established?**

Target is always 0%

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | Yes | Yes | Yes |

Notes:

- Managers believe that these data are accurate, and have confidence in the validity, reliability, and timeliness of the measure. Data are system generated and reported on standard reports.
- Measure is well documented in Service Level Agreements.
- Call center industry data are widely available, and are periodically used to compare with DOL results and to modify targets.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Busy signal % (continued):

- The Customer Service Center Administrator monitors busy signals to determine if the call center is able to meet customer demand. Two years ago the department experienced a very high rate of busy signals. Since then, the agency has instituted a performance management system, implemented an Interactive Voice Response System, and consolidated separate division call centers into one to improve busy signal performance.
- Driver and Vehicles Services management uses the Service Level Agreement (SLA) Performance report measurement to monitor compliance with SLA standards.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: E-mail turnaround

Measure Type:

Service Attribute
Process effectiveness (quality)

Organization/Contact Person:

Alan Haight
Customer Service Center Administrator

Description/Purpose of Measure:

The percent customer of e-mails received by the Customer Services Center that are answered within 5 working days.

As email activity continues to expand as a channel of communication with our customers it is critical that the agency manages its response time to avoid follow-up calls to the CSC and ensure a high level of service quality. It is also important that it monitors the activity in this channel to ensure that technology to automate responses is deployed when it makes economic sense.

How is Measure Calculated? What are the Primary Data Sources?

The measure is calculated by dividing the total e-mails in a month that were responded to within 5 working days by the total number of all e-mails requiring responses. Data source is MS Outlook. The response rate is calculated monthly.

Reporting Frequency:

Monthly

Target Audience:

Vehicle Services Management
Customer Call Center Administrator and supervisors

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

Governor's standard is 14 days
DOL agency standard is 5 working days

**Target(s)
Established?**

100% in 3 working days

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | Yes | Yes | Yes |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

E-Mail turnaround (continued)

Notes:

- Managers believe that these data are accurate, and have confidence in the validity, reliability, and timeliness of the measure. Data are system generated and reported on standard reports.
- Measure is well documented in Service Level Agreements.
- This measure is used to make planning and operational improvements. The CSC Administrator monitors performance to identify training or workload issues. Vehicle Service management uses the Service Level Agreement (SLA) Performance report measurement to monitor compliance with SLA standards.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: Calls per FTE per day

Measure Type:

Efficiency

Organization/Contact Person:

Alan Haight
Customer Service Center Administrator

Description/Purpose of Measure:

The total number of calls handled, on average, by each Full Time Equivalent (FTE) position. Call productivity per person is the primary productivity measure for the CSC, which ensures we are utilizing staff fully and minimizing our cost per call.

How is Measure Calculated? What are the Primary Data Sources?

The Call Management System calculates the total login hours individually and for the group as a whole. Dividing the login hours by 9 (the number of hours each staff person is logged in per day which includes breaks and lunch) provides the average FTE per day. Divide the number of calls answered by the average FTE total.

Reporting Frequency:

Monthly

Target Audience:

Driver Services Management
Vehicle Services Management
Customer Call Center Administrator
Administrative Service Assistant Director

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

90 calls per day.
Based on a historical average of 4 minutes per call with 1 minute data entry or follow-up time per call. This is applied to 7.5 hours per day – which is total hours at work less break and lunch time.

**Target(s)
Established?**

None identified.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | Yes | Yes | Yes |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Calls per FTE per day (continued)

Notes:

- Managers believe that these data are accurate, and have confidence in the validity, reliability, and timeliness of the measure. Data are system generated and reported on standard reports.
- The measure is used by the call center to make operational improvements.
- Vehicle Service management uses the Service Level Agreement (SLA) Performance report measurement to monitor compliance with SLA standards.
- Call center industry data are widely available, and are periodically used to compare with DOL results and to modify targets.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: % of DOL locations collecting and depositing revenue according to RCW 43.01.050 per quarter.

Measure Type:

Accuracy and quality

Organization/Contact Person:

Cindy Cavanagh, Revenue Accounting Manager

Description/Purpose of Measure:

The percent of all DOL locations that collect and deposit revenues according to requirements of the RCW.

The purpose of this measure is to ensure field office compliance with the Treasurer's Office's required standards for payment processing.

How is Measure Calculated? What are the Primary Data Sources?

Treasurer's daily reports indicate if Title and Registration Offices accounts have expected dollars available for deposit and balance reports tell whether or not the deposits balance to transactions for the day.

Mail in processes have manual counts of how many deposits are held over each day. The potential errors and mail in holdover counts are divided by the total number of offices collected payments.

Calculation methods are documented by Revenue Accounting Manager.

Reporting Frequency:

Quarterly

Target Audience:

Revenue Accounting Manager
Administrative Services Assistant Director
Reported to ELT as requested

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

100% (required by State Treasurer's Office)

**Target(s)
Established?**

None identified.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | ? | Yes | Yes |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

**% of DOL locations collecting and depositing revenue according to RCW
43.01.050 per quarter (continued)**

Notes:

- Most data are verifiable. Only mail-in payments held over cannot be readily validated.
- Data are largely from system generated reports. Manual counts for mail-in payments are based on trust.
- Substandard performance on this measure is used as an indicator for additional training needs.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: % of accurate and timely collection of revenue throughout DOL per quarter

Measure Type:
Accuracy and quality

Organization/Contact Person:
Cindy Cavanagh
Revenue Accounting Manager

Description/Purpose of Measure:

The percent of revenue transactions for which errors were found during the quarter.
The purpose of this measure is to determine accuracy and timeliness of revenue processing conducted by all cash receipt avenues at DOL (including internet payments).

How is Measure Calculated? What are the Primary Data Sources?

Division error reports + number of requests to move dollars booked to incorrect funds + error transmission records + internet error reports divided by the total number of transactions.
Summarized by the Revenue Accounting Manager.

Reporting Frequency:
Quarterly

Target Audience:
Revenue Accounting Manager
Administrative Services Assistant Director
Reported to ELT as requested

Benchmark/Baseline Established? How created? Compared to Peers?

98% is the average historical benchmark.

Target(s) Established?

100% (a goal that is impossible to achieve)

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|--------|-------------------------|-------------|-----------|---------------|
| Yes | Yes | Yes | Yes | Yes |

Notes:

- Managers believe data are reliable. Data can be audited to the source.
- Managers use this measure to identify and fix accuracy issues.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: % reduction of drivers license undeliverable mail per quarter

Measure Type:

Efficiency and Effectiveness

Organization/Contact Person:

Kitty Boring
Manager Mail Center

Description/Purpose of Measure:

The percent of mail that is returned as undeliverable in a quarter.

% of returned mail is a measure of how effectively DOL delivers licensing services and is also and efficiency measure since returned mail results in added costs to the licensing process.

How is Measure Calculated? What are the Primary Data Sources?

The number of returned mail items is counted by the automated mail opening machine that provides daily totals of returned mail received. The returned mail totals for the month are divided by the number of pieces mailed provided by the Digimatch mail services provider.

Reporting Frequency:

Quarterly

Target Audience:

Administrative Services, Vehicles and Drivers Assistant Administrators. They use this measure to determine if strategies implemented to improve address accuracy have been effective.

| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
|---|--|
| Reduce returned mail by 2% when the Coding Accuracy Support System (CASS) is implemented by the first division. | Targets will continue to be revised as CASS is implemented in phases to each division. |

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | Yes |

Notes:

- This measure is used to test the performance of new strategies for improving address accuracy and reducing the cost of remailing licenses.
- This measure's definition and calculation appear to be well-understood, but are not formally documented.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: # of on line transactions by type

Measure Type:

Workload/Output

Organization/Contact Person:

Bill Kehoe

Chief Information Officer

Description/Purpose of Measure:

The total number of transactions that were processed on-line during the time period.

This measure is intended to show progress towards goal of conducting 1.7 million transactions on-line. The measure is intended to examine the effectiveness of e-business strategies implemented to improve customer service and reduce costs.

How is Measure Calculated? What are the Primary Data Sources?

Sum of transactions from web application systems. (Includes non-transportation transactions, although transactions are available by application.)

"Transaction" is defined as an activity where a credit card payment is made or a database is updated because a service has been delivered. Transactions do not include inquiries or web hits.

Reporting Frequency:

Monthly and Quarterly

Target Audience:

Governor, DOL Executive Team

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

8.5 million transactions logged in 2001-2002 biennium.

**Target(s)
Established?**

1.7 million for the 2003-2004 biennium. The goal was developed based on a 100% increase from the prior biennium.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | Yes | Yes | ? |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

of on-line transactions by type (continued)

Notes:

- Managers believe data are accurate, and have confidence in the validity, reliability, and timeliness of the measure.
- Plans are to continue to add services on the web and increase marketing efforts to increase the percentage of services provided over the web.
- Even though this is a workload or output measure, the DOL uses it as a measure of the effectiveness of e-business strategies that have been implemented to improve customer service and reduce costs.
- The number of on-line transactions will naturally increase as new services are added. Consequently, the measure is not useful to understand the adoption of existing services.
- The DOL has incomplete control over this measure. It can make web-based services available and can motivate customers through advertising or other means to use them, but cannot ensure that customers will embrace the services.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: Availability of Business Division Computer Software Applications

Measure Type:

Service quality

Organization/Contact Person:

Bill Kehoe
Chief Information Officer (CIO)

Description/Purpose of Measure:

Percent of time Business Software Applications are available for use as agreed to in the Division Application Support Matrix (application and hours of support).

Availability of applications to DOL staff and on-line access via the Internet is considered essential to meeting customer service standards.

How is Measure Calculated? What are the Primary Data Sources?

The total number of system outages (in minutes) is divided by the total number of minutes the system was available during agreed application support hours. Data source: DOL System Outage Report (maintained manually) and system generated reports. Data is collected daily – logging any system outages on the System Outage Report and weekly from the various system generated reports.

Reporting Frequency:

Quarterly

Target Audience:

Division Assistant Directors, CIO, IS Managers

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

None identified.

**Target(s)
Established?**

99.5% availability during application support hours. Based on industry standards and historical data. This is considered a goal that is a stretch requiring some improvement over prior history yet is attainable. The goal will eventually be set at 99.9%.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | Yes | Yes | Yes |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Availability of Business Division Computer Software Applications (continued)

Notes:

- Managers believe data are accurate, and have confidence in the validity, reliability, and timeliness of the measure.
- The measure is used to make planning and operational improvements, consistent with the Information System Division's desire for continuous improvement.
- Industry data relating to system availability is available, and can be used for comparison with DOL results and to modify targets.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: % of customers that rate the quality of Desktop Support Service as above average.

Measure Type:

Customer satisfaction, perceived service quality

Organization/Contact Person:

Bill Kehoe
Chief Information Officer (CIO)

Description/Purpose of Measure:

Percentage of customers surveyed that rank the quality of service as a #4 or #5 on a scale of 1 to 5 with 3 being average, 4 being above average, and 5 being excellent.

The purpose of this measure is to determine if desktop support services are matched to actual technology needs of staff supporting customer service processes.

How is Measure Calculated? What are the Primary Data Sources?

Conduct a random survey of desktop support customers. Use a ranking of 1-5 with 1 being poor, 2 being below average, 3 being average, 4 being above average, and 5 being excellent. Count results to determine if 80% or more answer 4 or 5. Track, record and report number of non-responses compared as a percent of total number of survey responses completed to ensure that a statistically valid representation is used to calculate the performance measure. Date Source: HR developed survey of Desktop clients who used Desktop Support services in the most recently completed quarter. Customers are e-mailed a notice to participate in the survey by entering their opinions on the Intranet survey instrument.

Reporting Frequency:

Quarterly

Target Audience:

Assistant Directors, CIO, IS Managers

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline established.

**Target(s)
Established?**

80% - a goal that is considered a stretch based on past performance – yet attainable.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | Yes | Yes | Yes |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

***% of customers that rate the quality of Desktop Support Service as above average
(continued)***

Notes:

- Measure is well documented and data is collected systematically.
- This survey identifies service quality issues. Typically the IS Managers will conduct additional research by attending customer staff meetings to determine the root cause of low ratings in service quality.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: Licensing Service Office (LSO) average wait time

Measure Type:

Customer service attribute, timeliness

Organization/Contact Person:

Don Arlow
Driver Services Budget and Planning Manager

Description/Purpose of Measure:

The average time in minutes that it takes for a customer to reach a Customer Services Specialist after they arrive at the Licensing Services Office (LSO).

The average wait time is the average of customer wait times captured by the Q-Matic/Q-Win system at 35 LSOs statewide for the month. The measure is used to measure how well LSOs manage workload to provide timely customer service. Wait times are relevant to front line staff and all levels of management.

How is Measure Calculated? What are the Primary Data Sources?

The Q-Matic/Q-Win system provides a monthly average that is data entered into the Driver Examining Workload Model. Data source: Q-Matic/Q-Win.

Reporting Frequency:

Monthly, quarterly

Target Audience:

DOL Director, ADs, Driver Service Regional Managers, LSO supervisors, LSO employees

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

Baseline is 20 minutes. Based on a review of customer comment cards and random sample customer survey.

**Target(s)
Established?**

None established.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | Yes | Yes | Yes |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Licensing Service Office (LSO) average wait time (continued)

Notes:

- Managers believe data are accurate, and have confidence in the validity, reliability, and timeliness of the measure.
- Generally, LSOs are meeting expectations for customer wait times and no formal target has been set for further reductions in the wait time standard. However, LSOs that fall short of wait time standards are required to address the situation with a remediation plan.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: Drive test wait days

Measure Type:

Timeliness, customer service attribute

Organization/Contact Person:

Don Arlow
Driver Services Budget and Planning Manager

Description/Purpose of Measure:

The average number of business days that a customer must wait for a drive test appointment.

Drive test wait days is a measure of timeliness of customer service provided to customer who wish to take driving tests.

How is Measure Calculated? What are the Primary Data Sources?

LSO managers manually calculate the average number of days customers must wait for a drive test. Monthly the information is e-mailed to the regional office and summarized. Regional summaries are then emailed to headquarters where the Workload Model is updated. Data source: LSO manager calculations.

Reporting Frequency:

Monthly

Target Audience:

DOL Director, ADs, Driver Service Regional Managers, LSO supervisors

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

10 days or less is the unpublished standard or goal.

**Target(s)
Established?**

None established

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | Yes | Yes | Yes |

Notes:

- Managers believe that data are accurate. Manual calculations are checked for reasonableness.
- If the trend in wait times is not satisfactory, corrective actions are taken.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: Utilization based on FTEs currently assigned

Measure Type:

Efficiency

Organization/Contact Person:

Don Arlow
Driver Services Budget and Planning Manager

Description/Purpose of Measure:

The percent of total budgeted resource time that was spent on productive (direct service or product-related) work during the month.

The measure serves as an indicator of whether the LSO's budget includes appropriate staffing for the workload being processed.

How is Measure Calculated? What are the Primary Data Sources?

This measure is determined by dividing the minutes of direct service or product-related work accomplished (productive minutes) by the minutes of budgeted time available in the LSO. The result is expressed as a utilization percentage.

"Productive minutes" is calculated by taking the number of transactions completed during the month multiplied by the time required to complete each transaction (from the Workload Model developed by and independent consultant, Dr. McKay).

"Budgeted time available" is the number of budgeted Licensing Services Representative FTE positions in the LSO, plus some portion of supervisory FTE. This amount of supervisory time may be 1-2% or more, depending on the size of the office. These budgeted FTE positions are converted to minutes.

Sources: DFS, Drivers Workload Model, number of LSRs in current budget.

Reporting Frequency:

Monthly

Target Audience:

DOL Director, ADs, Driver Service Regional Managers, LSO supervisors

Benchmark/Baseline Established? How created? Compared to Peers?

Interviews revealed there is no commonly understood benchmark standard.

Target(s) Established?

None established.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|--------|-------------------------|-------------|-----------|---------------|
| ? | ? | Yes | Yes | Yes |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Utilization based on FTEs currently assigned (continued)

Notes:

- The calculations and assumptions of this measure are not documented in detail. Dr. McKay is currently under contract to improve the model's documentation.
- Managers believe data are accurate, and have confidence in the validity, reliability, and timeliness of the measure. They do acknowledge that some of the transaction times need to be updated. Dr. McKay is reviewing the data and will make recommendations for improving its accuracy and simplifying the workload model.
- This measure is used as a reference point for utilization calculated based on actual personnel hours available. The comparison can help identify processing performance issues.
- The model uses budgeted staff versus filled positions. By design, it does not factor in non-productive time (vacation, sick leave, breaks, administrative or training time). A more valid measure of true utilization can be found in a related measure ("Utilization based on timesheet with or without diversity").
- This indicator is used in conjunction with wait times to improve operating performance.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

| |
|---|
| Performance Measure: Utilization based on Timesheet (with diversity) |
|---|

| | |
|----------------------|-------------------------------------|
| Measure Type: | Organization/Contact Person: |
|----------------------|-------------------------------------|

Efficiency

Don Arlow

Driver Services Budget and Planning Manager

| |
|--|
| Description/Purpose of Measure: |
|--|

A comparison of an LSO's actual work performed during a month (in hours) to the actual staff resource available during that same month (in hours).

This utilization rate is an estimate how much actual work time is spent serving customers. The factor is customized for the demographic make-up of each LSO's customers estimated diversity. The purpose is to determine if workload is being managed such that the majority of an LSR's time is spent serving customers.

| |
|--|
| How is Measure Calculated? What are the Primary Data Sources? |
|--|

This measure is determined by dividing the minutes of direct service or product-related work accomplished (productive minutes) by the minutes of actual productive time available in the LSO. The result is expressed as a utilization percentage.

"Processing hours" is calculated by taking the number of transactions completed during the month multiplied by the time required to complete each transaction (from the Workload Model developed by independent consultant, Dr. McKay).

"Available productive time" is the number of actual Licensing Services Representative and supervisory minutes available during the month, as captured on employee timesheets.

This estimate is adjusted to reflect the demographics of the LSO's customer base using a statistically calculated diversity factor. The Diversity factor is based on the percentage of written exams that are passed and the percent of customers requesting an identification card. Statistical studies have revealed a correlation between higher test failure rates and customers requesting identification cards with customers that have language issues. A workload study revealed that it takes longer to provide service to customers with language issues. Sources: DFS, Drivers Workload Model, Budgeted LSRs.

| | |
|-----------------------------|-------------------------|
| Reporting Frequency: | Target Audience: |
|-----------------------------|-------------------------|

Monthly

DOL Director, ADs, Driver Service Regional Managers, LSO supervisors

| | |
|--|-------------------------------|
| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
|--|-------------------------------|

Utilization is expected to be around 80% for offices that are using their personnel effectively.

None established.

Utilization based on timesheet (with diversity) (continued)

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | Yes |

Notes:

- Upper level management believes in the accuracy and validity of the measure. At the LSO supervisor level there appears to be some confusion over what the statistical calculations mean.
- The calculations and assumptions of this measure are not documented in detail. Dr. McKay is currently under contract to improve the model's documentation.
- The measure is used to identify workload management issues.
- Because this measure is timesheet-driven, it provides a more realistic picture of the true productive resources of the CSO. "Available hours" excludes non-productive time (sick time, vacation, training, for example) and accounts for temporary resources.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: Drive Test Pass Rate

| | |
|--|---|
| Measure Type: Indicator of diversity levels and consistency of service delivery. | Organization/Contact Person: Don Arlow Driver Services Budget and Planning Manager |
|--|---|

| |
|---|
| Description/Purpose of Measure: The percent of driver licensing administered exams that are passed. The percent of drivers that pass the written exam has been identified as an indicator of the level of diversity represented by the customers of a given LSO. Higher failure rates have been correlated to LSOs that service a greater number of customers with language issues. A drive test pass rate that changes dramatically can also indicate some change in an LSO's business processes that should be researched. |
|---|

| |
|---|
| How is Measure Calculated? What are the Primary Data Sources? Total number of passed drivers exams divided by total number of drivers exams administered. Data source: Drivers Field System (DFS). |
|---|

| | |
|--|--|
| Reporting Frequency: Monthly | Target Audience: DOL Director, ADs, Driver Service Regional Managers |
|--|--|

| | |
|--|-------------------------------|
| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
| No baseline. Reviewed for trends and dramatic changes. | None established. |

| | | | | |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
| Yes | ? | Yes | Yes | Yes |

Notes:

- Managers believe data are accurate, and have confidence in the validity, reliability, and timeliness of the measure. DFS is considered to be a reliable system for data.
- The test pass rate is used to add context to other measure provided in the Drivers workload model. Together, these measures can identify changes in business processes that may be positive or negative.
- The calculation of this measure appears to be well understood, but is not formally documented.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: Wait time score

Measure Type:

Customer service attribute, timeliness

Organization/Contact Person:

Don Arlow
Driver Services Budget and Planning Manager

Description/Purpose of Measure:

The wait time score is a letter grade assigned to the wait time performance of an LSO. The purpose of the measure is to better reflect customer service performance than a simple wait time average. The grade weights performance in five minute increments to take into account the standard deviation of wait time performance. For instance, a LSO where all wait times are clustered around 20 minutes with an average of a 20 minute wait time will receive a higher grade than an LSO where some very long wait times are balanced with some short wait times to create a 20 minutes average wait time.

How is Measure Calculated? What are the Primary Data Sources?

Points are assigned to customer wait times for the month in 10 minute increments. Total points are divided by total customers. This product is then assigned a grade according to a grading scale. Data source: Q-matic/Q-win wait times and the Drivers Workload Model.

Reporting Frequency:

Monthly

Target Audience:

DOL Director, ADs, Driver Service Regional Managers, LSO supervisors, LSO staff

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

C or above is considered an acceptable grade.

**Target(s)
Established?**

None established.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| ? | ? | Yes | Yes | Yes |

Notes:

- Senior managers have confidence in the data. Interviews suggest that LSO supervisors and staff may not really understand how the grades are calculated.
- This measure's assumptions and calculations are not documented in detail. A consultant is currently under contract to improve the model's documentation.
- Wait time grade is viewed as a major performance indicator for the LSOs. There is a real risk that the grading methodology may cause unintended consequences such as incomplete transaction processing and higher error rates in order arbitrarily force down customer waits.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Wait time score (continued):

- The lowest wait times (0-10 minutes) are rewarded with the highest points. Yet, there is no indication that there is a customer or agency benefit to reducing average wait times to less than 20 minutes.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: Cost per product/service

Measure Type:

Efficiency (cost per unit)

Organization/Contact Person:

Don Arlow
Driver Services Budget and Planning Manager

Description/Purpose of Measure:

The total cost of providing a product/service in the following areas:

- Driver Examining Activities
- Driver Responsibility
- Hearing and Interviews

The fee study assigns direct costs and allocates overhead costs to all the various services and products delivered for a fee. The biennial fee study is required by the legislature and used to analyze the fees that are charged relative to actual cost per fee and comparisons to fees from other states. Based on this analysis they may choose to adjust the fees that are legislated.

How is Measure Calculated? What are the Primary Data Sources?

Cost per product or service includes the following components:

“Direct costs” are those which can be directly attributed to a sub-program (salaries, benefits, lease costs, supplies, for example). Each sub-program’s actual expenditures for the previous biennium are obtained from the Agency Financial Reporting System (AFRS) and then distributed to specific products/services. Driver Examining costs are allocated based on the workload study results. Driver Responsibility and Hearings & Interviews allocate costs based on managerial estimates (see below).

“Indirect costs” or administrative overhead must be allocated to the sub-programs and specific products or services. These costs include a portion of the previous biennium’s costs (from AFRS) for the Director’s Office, Division Administrator, Information Services Division, and Administrative Services. The portion of these costs “belonging” to Driver Services is then allocated to sub-programs and products/services based on the following methods:

1) Transaction times. Transaction times from the Workload Study are multiplied by the number of products/services completed to get a total work processing time. The percent of time spent on each product/service is multiplied by the total indirect cost pool to get an indirect cost for each specific product/service. (Driver Examining)

2) Managerial estimates. Structured estimates of the percent of time a cost center spends on each product or service are multiplied by the total indirect cost pool to be allocated. The result is an indirect cost for each specific product/service. (Driver Responsibility and Hearings & Interviews)

Data sources: AFRS, Drivers Workload model, Program manager time estimates.

Reporting Frequency:

Biennial

Target Audience:

Legislature

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Cost per product/service (continued)

| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
|---|-----------------------------------|
| No baseline established. Fees, not costs, are compared with peers. (Fees include costs plus a reserve.) | None established. |

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | Yes |

Notes:

- The legislature has never questioned the accuracy of the Fee Study.
- The Fee Study is viewed as a source of information for the legislature, and is not used for operating purposes. Management does not necessary use the information to analyze and manage the cost of services provided.
- The DOL is working to improve its administrative cost allocation methodology. The agency's Controller has been charged with assisting management to develop an effective methodology that fully costs products and services.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: Workload by type of product/service

Measure Type:

Workload

Organization/Contact Person:

Don Arlow

Driver Services Budget and Planning Manager

Description/Purpose of Measure:

Workloads or counts of products and services delivered by the Driver Services Division are included in the Fee Study to calculate total Revenue from Fees to compare to total costs of products and services provided.

- Driver Examining Activities
- Driver Responsibility
- Hearing and Interviews

How is Measure Calculated? What are the Primary Data Sources?

Data sources:

- Driver Examining: Drivers Field System (DFS)
- Driver Responsibility: Sworn Report Program and hand counts that are entered into monthly Workload Reports.
- Driver Hearing and Interviews: Hearing and Interviews Statistical Report/Excel system.

Reporting Frequency:

Biennial

Target Audience:

Legislature

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

None established.

**Target(s)
Established?**

None established

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | ? | Yes | No |

Notes:

- Managers believe that data are accurate, and have confidence in the validity, reliability, and timeliness of the data.
- These measures is not formally documented or defined in detail.
- Hand counts would be very difficult to verify.
- These measures are not used to make planning and operational improvements. Workload is not a performance measure and this report is primarily developed for external audiences.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: Driving Under the Influence (DUI) Dismissal Rates

Measure Type:

Quality/effectiveness

Organization/Contact Person:

Craig Nelson
Hearings and Interviews Administrator

Description/Purpose of Measure:

The rate at which DUI hearings are dismissed.

Determines the quality and completeness of hearing preparation in order to keep unsafe drivers off the road.

How is Measure Calculated? What are the Primary Data Sources?

The number of DUI cases dismissed (all reasons) divided by total DUI hearings held. Data Source: Data source: Hearing Officer (HO) data entry in Excel workbook system developed by Craig Nelson. Mr. Nelson copies individual totals to compilation page that produces monthly statistics. (Data are also available by dismissal reason.)

Reporting Frequency:

Monthly and quarterly in some reports

Target Audience:

Director, Driver Service Assistant Director, Hearings and Interviews Administrator, Managers and Hearing Officers, Law Enforcement personnel at Washington State Patrol.

Benchmark/Baseline Established? How created? Compared to Peers?

20% - determined by estimating the improvement that would result from improved processing and scanning of police reports.

Target(s) Established?

The Director has set a challenge goal of 15%

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | ? | Yes | ? |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Driving Under the Influence (DUI) Dismissal Rates

Notes:

- Managers believe data are accurate, and they have confidence in the validity, reliability, and timeliness of the measure. It is part of the culture to accurately account for activity in the statistics workbook.
- Only the Administrator has detailed knowledge of how the system works. His administrative assistant could re-create the analysis if need be.
- Hand counts would be difficult to verify.
- In November 2002 DUI dismissal rates of 37% sparked a new joint initiative between DOL and the Washington State Patrol (WSP) to reduce dismissal rates. Dismissal data by type revealed that incomplete or missing police reports were a major factor causing dismissals. WSP and DOL improved policy report processes and scanned the reports to help ensure reports were available for hearings. This initiative resulted in dropping the DUI dismissal rate to 20% within one year.
- This measure includes dismissals that are due to factors outside of the control of the program. For that reason, this measure should not be used to evaluate program quality or effectiveness. (Data are available to construct this measure to include dismissal reasons that are within the program's control.)

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: Average events conducted per Hearing Office (HO) 5 day work week.

Measure Type:

Workload measure

Organization/Contact Person:

Craig Nelson
Hearings and Interviews Administrator

Description/Purpose of Measure:

Compares the workload of HO teams. If the number gets too high, the Administrator must determine how to deal with the additional workload.

How is Measure Calculated? What are the Primary Data Sources?

Sum of individual hearing officer counts of hearings and interviews data entered into the Excel spreadsheet system / # HOs available/ # work days per month.

of HOs available = # days worked x 8 hours per day x HOs per region – hours of leave taken by HOs.

Data source: manual entry of events and hours by HO totaled for the month by region.

Reporting Frequency:

Monthly

Target Audience:

Director, Driver Service Assistant Director,
Hearings and Interviews Administrator,
Managers and Hearing Officers

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

Goal is 65-70 per month or 16.6 hearings per week based on historical trends.

**Target(s)
Established?**

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | ? | Yes | Yes |

Notes:

- Managers believe data are accurate, and they have confidence in the validity, reliability, and timeliness of the measure. It is part of the culture to accurately account for activity in the statistics workbook. Hand counts would be difficult to verify, however.
- Only the Administrator has detailed knowledge of how the system works. His administrative assistant could probably recreate the analysis if need be.
- The measure is used to signal the Administrator if additional HO resources are necessary to effectively manage the workload.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measure: Driving Under the Influence Administrative Action (DUI Admin-per se) turnaround time

Measure Type:
Customer Attribute - Timeliness

Organization/Contact Person:
Peter Teets
Driver Responsibility Administrator

Description/Purpose of Measure:

Turnaround time for documents entering the section.

Rapid turnaround is a goal to provide the customer with adequate time to receive the administrative notice and schedule a hearing within 30 days of the original incident.

How is Measure Calculated? What are the Primary Data Sources?

This measure is calculated by counting the number of days between the date that the administrative action paperwork is received by the section and the date when the administrative notice is mailed to the customer.

Weekly counts are e-mailed to administrative support where the month end report is compiled.
Data source: Sworn Report Program.

Reporting Frequency:
Monthly

Target Audience:
Driver Service Assistant Director, Driver
Responsibility Administrator

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

3 days – set to meet customer need.

**Target(s)
Established?**

None established.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | Yes |

Notes:

- Managers believe data are accurate, and they have confidence in the validity, reliability, and timeliness of the measure.
- This measure is used to identify processing issues that need to be addressed.
- These data are captured manually.
- The assumptions and calculations for this measure appear to be well-understood, but they are not formally documented.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Measure Evaluation**

Performance Measures: Failure to Appear (FTA) Adjudications turnaround time
Certified Copy of Driving Records (CCDRs) turnaround time, Evidence of Financial
Responsibility (SR 22's) turnaround time

Measure Type:

Timeliness

Organization/Contact Person:

Peter Teets

Driver Responsibility Administrator

Description/Purpose of Measure:

Turnaround time for various documents entering the section.

How is Measure Calculated? What are the Primary Data Sources?

Manual count of days from receipt of document to completion of work.

Reporting Frequency:

Monthly

Target Audience:

Driver Service Assistant Director, Driver
Responsibility Administrator

| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
|---|-----------------------------------|
| <ul style="list-style-type: none"> FTA - 2 days – set to lower the risk of Tort Claims for an unnecessary suspension.. CCDR – 1 day – Set to meet customers (District and Municipal Courts) needs SR -22 – 1 day – Set to lower the risk of Tort Claims for unnecessary suspensions. | None established. |

| Valid? | Well- Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|-------------------------------------|--------------------|------------------|----------------------|
| Yes | ? | ? | Yes | Yes |

Notes:

- Managers believe data are accurate, and they have confidence in the validity, reliability, and timeliness of the measure.
- This measure is used to identify processing issues that need to be addressed.
- Hand counts are not easily verified.
- The assumptions and calculations for this measure appear to be well-understood, but they are not formally documented.

Appendix 4E
Vehicle Services Sample Measures

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: FTE Variance

Measure Type:

Efficiency (Activity/Process in PM&R)

Organization/Contact Person:

Dealer Services/Dan Devoe

Description/Purpose of Measure:

The difference between actual (filled) Full Time Equivalent (FTE) positions and allotted FTE positions. The result is expressed as a positive or negative variance.

This measure is used to monitor the use of budgeted positions. A negative variance is assumed to demonstrate efficiency in the use of budgeted positions.

How is Measure Calculated? What are the Primary Data Sources?

Measure is calculated by comparing the number of filled positions (as tracked in the Agency Financial Reporting System or AFRS) to the number of allotted positions in the program's budget (as reported in AFRS).

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Program Manager, Regional Managers

Benchmark/Baseline Established? How created? Compared to Peers?

Baseline is 0. This was established by taking the average of July and August, 2004 results. Dealer Services was subjected to a 25% staff reduction last year and there is no reason to maintain any FTE variance. (Staffing efficiencies have been fully realized, according to the Program Manager.)

Target(s) Established?

No targets have been established.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | Yes | Yes | Yes |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

FTE Variance (continued)

Notes:

- This measure is described in the PM&R as a measure of activity or process, but various interviewees characterize it as a measure of efficiency. Programs are encouraged, when possible, to maintain a negative variance (keep unfilled positions vacant.) Dealer Services will not attempt to create a variance, as noted above.
- This measure may motivate managers to not fill positions.
- It is relatively easy to establish an audit trail for this measure. Data about filled and allotted positions appear in AFRS, and history is maintained.
- Data appear to be reliable. There are no known inconsistencies in the AFRS data, and the Program Manager believes data are reliable.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: AG cycle time

Measure Type:

Timeliness

Organization/Contact Person:

Dealer Services/Dan Devoe

Description/Purpose of Measure:

The total time (in calendar days) from the date that a case leaves the Compliance Unit in Dealer Services and the date that the case is closed.

This newly-created measure is intended to measure the time that the Attorney General spends processing a case. The measure will be used to help explain the AG's contribution to an often lengthy cycle time. The measure will also help to determine the value of the new Brief Adjudicated Proceeding, or BAP process that will help to divert cases from review by the AG's office, where possible.

How is Measure Calculated? What are the Primary Data Sources?

The difference (in calendar days) between the date that a case is sent to the Attorney General for action and the date that the case is recorded as being closed.

Both dates are captured in the Dealer Regulatory System, or DRS. The Compliance Unit is responsible for entering both of these dates. The case must be returned to the Compliance Unit before the case can be registered as "closed."

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Regional Managers

Benchmark/Baseline Established? How created? Compared to Peers?

No baseline is identified.
Not compared to peers.

Target(s) Established?

No targets have been established.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | No |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

AG Cycle Time (continued)

Notes:

- The definition, specific data sources, and compilation formulas or procedures for this measure are under development, but appear to be generally understood by the Program Manager. The description of this measure and its calculation are not yet documented in the PM&R.
- The data used to calculate this measure are maintained in the Dealer Regulatory System, or DRS. This case tracking system provides an audit trail for the data.
- Data appear to be reliable. There are no known inconsistencies in the DRS data.
- These data could be susceptible to backlogs in data entry for either of the key dates used to calculate the measure. The Program Manager and SW Regional Manager believe that there are no backlogs, and that data are entered in a timely fashion.
- It is possible to make consistent comparisons of the measure's data over time, using case information maintained in the DRS.
- Program management has no control over this measure's results. The measure is used to explain the portion of overall cycle time that is outside the control of the program.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Value recovered statewide

Measure Type:

Effectiveness (Outcome in PM&R)

Organization/Contact Person:

Dealer Services/Dan Devoe

Description/Purpose of Measure:

The dollar value of assistance given to consumers in the form of titles obtained, deals unwound, refunds, recoveries, etc. that would not have occurred absent Dealer Services intervention.

This measure is used to demonstrate Dealer Service's effectiveness in recovering money for the consumer.

How is Measure Calculated? What are the Primary Data Sources?

The amount is based on the dollar amount shown on a purchase order reflecting vehicle purchase price or trade-in value, or any amount paid by the dealer to the customer. Kelly Blue Book or NADA values are used to establish the value of a vehicle.

This amount is calculated by each investigator for all substantiated cases at the time that the investigation is closed. The investigator assigns a dollar value, using sales price of vehicle and Kelley Blue Book or NADA values as appropriate. (In some cases, no value is assigned.) Investigators e-mail the Regional Manager with the results. Results are reviewed by the Regional Manager.

This measure has been tracked since the beginning of 2004 in regional data bases, but will be entered and tracked in the PM&R.

Reporting Frequency:

Monthly

Target Audience:

Consumers, Program Administrator, Regional Managers

Benchmark/Baseline Established? How created? Compared to Peers?

Baseline is \$193,100. This was established by taking the average of actual results for July and August of 2004. This baseline will be revisited over time.

Target(s) Established?

No targets have been established.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | Yes |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Value recovered (continued)

Notes

- This measure is also available by region.
- A brief description of this measure appears in the “comments” field of the PM&R.
- The measure, while based on objective information (vehicle sales value, values established by Kelly and NADA) is calculated in a subjective manner. There are no written guidelines for preparing the measure, as investigators are supposed to know how to pull these values together. There is a certain amount of subjectivity built into the data. The Program Administrator believes that staff clearly understand how to compute the value recovered.
- Program management has control over this measure’s results.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Average number of days per case from open to closure

Measure Type:

Timeliness (Service Quality in PM&R)

Organization/Contact Person:

Dealer Services/Dan Devoe

Description/Purpose of Measure:

The number of calendar days that a case is worked on by an investigator, on average. Regional managers monitor this measure by investigator, and it is used for employee development and counseling.

How is Measure Calculated? What are the Primary Data Sources?

A case is considered to be "open" when it is entered in the Dealer Regulatory System (DRS) and is assigned a case number. The case is considered to be "closed" when the investigator assigned to the case notifies the regional administrative support person that the case should be closed, and he/she records the case closure in DRS.

This measure is calculated on a monthly basis, by identifying all cases closed during that month, and generating a report in DRS comparing the case open and close date to determine the difference in days between the case open date and case close date. Results are then averaged for the month.

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Regional Managers

| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
|---|-----------------------------------|
| Baseline is 13.5 days. This was established by taking the average of actual results for July and August of 2004. This baseline will be revisited over time. | No targets have been established. |

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | Yes |

Notes:

- The measure is based on objective information about the case contained in the DRS.
- A description of the measure and its calculation has not been entered in the PM&R.
- Results for this measure are also available by region.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Total number of inspections/certifications/recertifications statewide

Measure Type:

Workload/Output

Organization/Contact Person:

Dealer Services/Dan Devoe

Description/Purpose of Measure:

The total number of inspections, certifications and recertifications that were completed in a given month.

The measure is used to help distribute workload among investigators.

How is Measure Calculated? What are the Primary Data Sources?

Data on inspections, certifications and recertifications is maintained in the Dealer Regulatory System (DRS). The measure counts all of these that were completed during the reporting month. An inspection, certification or recertification is considered to be "completed" when the investigator records the outcome of the work and a date in DRS.

Reporting Frequency:

Monthly

Target Audience:

Program Manager, Regional Managers

| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
|---|-----------------------------------|
| Baseline is 149. This was established by taking the average of actual results for July and August of 2004. This baseline will be revisited over time. | No targets have been established. |

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | Yes | Yes | Yes |

Notes

- A description of the measure and its calculation has not been entered in the PM&R.
- This measure is also available by region.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Total number of audits statewide

Measure Type:

Workload/Output (used as Effectiveness)

Organization/Contact Person:

Dealer Services/Dan Devoe

Description/Purpose of Measure:

The number of audits completed statewide during the reporting month.

The purpose of this measure is to determine whether or not the program is educating dealers correctly. Audits are used to educate dealers and avert problems. Dealers may request an audit, or the program can initiate one.

How is Measure Calculated? What are the Primary Data Sources?

The number of audits completed during a given month is generated from the Dealer Regulatory System (DRS) using a simple report. "Completed" is defined as the Investigator has completed all audit work and has recorded the audit and completion date in DRS.

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Regional Managers

| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
|---|-----------------------------------|
| Baseline is 13.5 audits. This was established by taking the average of actual results for July and August of 2004. This baseline will be revisited over time. | No targets have been established. |

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| ? | Yes | Yes | Yes | Yes |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Total number of audits statewide

Notes

- Dealer Services developed this measure to monitor the number of audits performed. Audits are used as a tool to educate dealers and thus avert problems. The measure assumes that the more audits that are performed, the more educated dealers will be.
- The number of audits is an indicator or predictor of dealer education and understanding rather than a truly valid measure of it.
- Dealer Services should consider developing a measure that looks at “problems” reported for those dealers who have been audited at least once during the past three years. These “problems” could include enforcement actions, consumer complaints filed, for example.
- Dealer Services could also compare the number of audits with number of complaints leading to enforcement actions, to see if there appears to be a correlation between the number of audits completed and a reduction in complaints.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Variance of IFTA audits

Measure Type:

Efficiency (Workload/output per PM&R)

Organization/Contact Person:

Prorate & Fuel Tax Audit Section/Paul Johnson

Description/Purpose of Measure:

The variance (difference) in the number of International Fuel Tax Agreement (IFTA) audits performed statewide and the number of audits that must be completed in order to meet national IFTA, Inc. association requirements.

The measure is used to determine if DOL is meeting its requirement to audit 3% of all accounts each year.

How is Measure Calculated? What are the Primary Data Sources?

The first number is the number of IFTA audits performed or completed in a calendar month. An audit is considered to be completed when the taxpayer is notified by mail that the audit is complete (mailing date of notification), per IFTA requirements.

The second number is calculated by taking 3% of the total number of licensees in the previous calendar year and dividing the result by 12. (This formula may be adjusted in the future to reflect peaks and valleys in workload.) The total number of licensees is maintained in the Audit Tracking System.

Reporting Frequency:

Monthly

Target Audience:

Program Manager

| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
|--|---|
| Baseline variance in the PM&R is 11.8. It is not clear how this was calculated, even though the comments indicate this is an average of data from January – August 2004. Not compared to peers, although IFTA members may compare performance against IFTA 3% audit requirements. | Annual target is the number of audits that must be completed per IFTA requirements. Monthly targets may also be identified. |

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | Yes |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Variance of IFTA audits (continued)

Notes:

- The PM&R does not yet reflect the correct calculation of this measure. The measure is “under construction”.
- A partial definition of the measure and its calculation appears in the PM&R, but the definition is incomplete.
- This measure is used to ensure that exactly 3% of accounts are audited, per IFTA requirements. The measure is expressed as a variance, but a more appropriate measure might be “percent of total required audits completed” and/or “percent of monthly target audits complete.”
- Data are reliable and verifiable. The Audit Tracking System keeps historical information about accounts and audits.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Average customer satisfaction rating (5 point scale)

Measure Type:

Service Attributes, Effectiveness

Organization/Contact Person:

Prorate & Fuel Tax Audit Section/Paul Johnson

Description/Purpose of Measure:

The average customer rating on seven questions by respondents to a survey issued to all Prorate & Fuel Tax audit customers.

How is Measure Calculated? What are the Primary Data Sources?

Each audit customer receives a survey. This survey includes seven or eight questions that customers can answer using a rating of 1-5. Responses are collected and summarized. (Currently, results show the percent of customers deemed to be "satisfied" with services. The data will be presented as an average rating of responses to all questions on a 5 point scale.)

Reporting Frequency:

To be determined

Target Audience:

Program Manager

| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
|---|---|
| Baseline is not yet identified. (Historically, the unit has received a satisfaction rating of 99%.) Not compared with peers. | Tentative target is that 90% of all responding customers rate the section at a 4.0 or better, on average. |

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| ? | ? | Yes | Yes | Yes |

Notes:

- The validity of this survey is dependant on the survey response rate. The section does not currently track survey response rate. (The manager estimates that response rates are about 50%.)
- The audit section should note response rate as part of the tabulation and should periodically assess whether response rate is large enough to draw conclusions about overall satisfaction.
- Survey responses are probably not sufficient in any single month to be meaningful. The unit is considering tabulating survey information quarterly or annually.

Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation

Performance Measure: Average cost per audit (average cost per tax type audited)

Measure Type:

Efficiency

Organization/Contact Person:

Prorate & Fuel Tax Audit Section/Paul Johnson

Description/Purpose of Measure:

This measure will be changed to provide the average cost (actual expenditures) per each tax type audited. (Each Notice of Assessment or "audit" may include multiple tax types: IFTA, IRP, motor fuel supplier, fuel exporter, for example.)

The measure is used to look at the overall efficiency of the audit section.

How is Measure Calculated? What are the Primary Data Sources?

The measure is calculated by dividing the audit section's actual expenditures for a month (salary, rent, equipment cost as reported in AFRS) by the number of tax types audited during that same month.

The number of tax types audited is maintained in the Audit Tracking System. Audits (and related tax types) are considered to be complete when a notice of audit is mailed to the customer.

Reporting Frequency:

Monthly

Target Audience:

Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?

A baseline of \$6,901 is identified. This baseline was developed using actual performance from July-August 2004. Not compared with peers.

Target(s) Established?

Monthly targets are established by taking the total budgeted expenditures for the biennium divided by 24 months and dividing these by an estimate of the number of audits that will be completed.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | Yes | Yes | Yes |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Average cost per tax type audited (continued)

Notes:

- Actual performance against this measure was unusual this year, as the section made one-time purchases of furniture and equipment that impacted expenditures. This will always occur in cases of unplanned expenditures one-time expenditures.
- AFRS data are not available until two months after the fact. Consequently, this measure's data will always be two months out of date.
- The section manager plans to "give this measure a try" to see how it demonstrates efficiency.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Average # of days to complete an audit

Measure Type:

Timeliness (Service Quality in PM&R)

Organization/Contact Person:

Prorate & Fuel Tax Audit Section/Paul Johnson

Description/Purpose of Measure:

The average number of calendar days between the date that the audit staff begin work on an audit to the day that the audit notification is mailed to the customer.

This measure is designed to ensure timely completion of work and may be used to identify and assist individual auditors who are not able to meet internal policy guidelines that audits should be completed within 60 days.

How is Measure Calculated? What are the Primary Data Sources?

This measure is calculated by identifying the audits completed (letter sent to customer with notification of audit) during the calendar month. For these audits, the date that work began is compared to the date that the notification letter was sent. The difference, in calendar days, is averaged for all audits completed during the month.

The Audit Manager must record the date that work begins on the audit, since the assignment of an audit but not the commencement of work is tracked in the Audit Tracking System or ATS. (Marshall and Associates is building a spreadsheet to capture this information.) The date of customer notification is tracked in the ATS.

Reporting Frequency:

Monthly

Target Audience:

Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?

The baseline is set at 90 days, based on estimates.

Not compared with peers.

Target(s) Established?

Target is set at 60 days, based on departmental policy.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | Yes | Yes | Yes |

Notes:

- This measure presents the # of days, on average, to complete an audit of any kind. Since the time to complete audits will vary by complexity of issues or size of account, the audit section may want to consider a companion measure that examines number of audits completed during the same time period, by size of account, audit reason (random, referral, follow-up) or any other categorization that helps to define the nature of the work completed.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Average number of tax returns processed per FTE

Measure Type:

Efficiency

Organization/Contact Person:

Prorate & Fuel Tax Distributor Unit/Jeff Beach

Description/Purpose of Measure:

The average number of tax returns (new and amended) processed per FTE position per month. This measure is used demonstrate changes in unit work processing that are caused by changes in legislation or special circumstances.

How is Measure Calculated? What are the Primary Data Sources?

The total number of tax returns processed in a reporting month is divided by the number of full time equivalent (FTE) positions in the unit.

“Processed” is defined as audited and entered into an internal Microsoft ACCESS database. All returns entered into the system before the month end cutoff date (usually the 15th of the month) are included.

FTE positions are filled positions reported in the Agency Financial Reporting System (AFRS).

Reporting Frequency:

Monthly

Target Audience:

Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?

The baseline is set at 98.
Not compared with peers.

Target(s) Established?

None identified.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | ? |

Notes:

- The number of returns processed includes data from the 16th of the prior month to the 15th of the current month. FTE data are presented by calendar month. This does not impact the validity of the measure or the reliability of the data.
- This measure is expected to remain fairly stable over time, since the number of accounts and related audit workload is fairly constant from year to year. Consequently, this measure is most valuable in demonstrating the impact of legislative changes on return processing, but is less valuable for day-to-day management.
- The section has no ability to control the number of returns that must be processed.
- This measure is not yet defined in the comments field of the PM&R.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Total revenue collected (all fuel types)

Measure Type:

Revenue (Outcome in PM&R)

Organization/Contact Person:

Prorate & Fuel Tax Distributor Unit/Jeff Beach

Description/Purpose of Measure:

This is a summary of all revenues collected for motor, special, and aircraft fuel. The information is used to respond to questions from legislative staff and is reported to the Department of Transportation. Revenue information is also submitted to the federal government.

How is Measure Calculated? What are the Primary Data Sources?

Total revenue is calculated by taking the total number of gallons sold by fuel type and multiplying that number by each fuel type's tax rate. Refunds are deducted from this amount. A separate Microsoft ACCESS data base is maintained for each of the three fuel types. This data base includes the number of gallons sold, tax payment and refund amount.

Reporting Frequency:

Monthly

Target Audience:

All levels of the agency, DOT, legislature

| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
|---|-----------------------------------|
| A baseline of \$80.2 million is established, using the actual revenue collected in July and August of 2004. Not compared with peers. | No target identified. |

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | No |

Notes:

- Data in the ACCESS data base are verified by comparing data with the record of the Electronic Funds Transfer (EFT) used to pay the fuel tax. The details in the EFT, by load, must correspond with the summary data entered in the ACCESS data base.
- Staff is confident that the ACCESS data are reliable.
- The agency has no direct control over the amount of revenue collected. Fees are set by the legislature.
- The measure is not yet defined or documented in the comments field of the PM&R.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of refund claims processed

Measure Type:

Workload

Organization/Contact Person:

Refund Claim Unit/Jeff Beach

Description/Purpose of Measure:

The total number of claims for refund of fuel tax only that are processed during the calendar month.

This measure is used to identify workload trends.

How is Measure Calculated? What are the Primary Data Sources?

The measure is calculated by taking a monthly total of all refund claims that are “processed”; that is, audited and entered into the Revenue System. The unit produces a report that contains this number. Refunds are granted for boat fuel, fuel used for farming, logging, and off-road fuel use, and for exempt entities such as fire departments, for example.

Reporting Frequency:

Monthly

Target Audience:

Program Manager

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline established.

**Target(s)
Established?**

No target established.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | ? |

Notes:

- Staff is confident that the data are reliable, and that there is no potential for error.
- This measure is not yet defined in the comments field of the PM&R.
- The agency has little or no control over this measure, since all refund claims received must be processed. The agency can control when the claims are processed.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Percent of refunds returned for correction to program area

Measure Type:

Effectiveness (Output in PM&R)

Organization/Contact Person:

Refund Accuracy & Efficiency/Jeff Beach for
Renee McCarty

Description/Purpose of Measure:

The percent of all refund claims that were returned to the unit for correction of bona-fide errors during a given month.

This measure is used to determine the accuracy/quality of refund claim processing work.

How is Measure Calculated? What are the Primary Data Sources?

The number of refund claims returned to the Refund Claim, IFTA or IRP units for correction is divided by the total number of fuel, IFTA and IRP refunds processed by all units.

Reporting Frequency:

Monthly

Target Audience:

Program Managers, Unit Supervisors

| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
|--|-----------------------------------|
| No baseline identified. Not currently compared with peers. | Target to be determined. |

| Valid? | Well- Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|-------------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | Yes | Yes | Yes |

Notes:

- Renee McCarty was not available to confirm this information. Jeff Beach provided an overview.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Average cost per credential issued (various service delivery models)

Measure Type:

Efficiency

Organization/Contact Person:

Motor Carrier Services/Art Farley

Description/Purpose of Measure:

The average personnel costs incurred for each IRP credential, or commercial vehicle registration, issued.

This measure will be used to monitor the efficiency of credential issuance.

How is Measure Calculated? What are the Primary Data Sources?

For headquarters and field service delivery models, the measure is currently calculated by dividing the total costs of Full Time Equivalent (FTE) positions by the number of IRP credentials issued during a month. For the Internet delivery model, the measure is calculated by using the monthly contract cost of the Internet vendor in place of personnel costs.

This measure is under construction. The Department is working on a cost allocation model that can be used to support this and other cost measures.

Reporting Frequency:

Monthly

Target Audience:

Department administration, legislature, Washington Trucking Association, federal government

Benchmark/Baseline Established? How created? Compared to Peers?

No baselines identified.
Not compared to peers.

Target(s) Established?

No targets established.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| ? | Yes | Yes | Yes | Yes |

Notes:

- Personnel costs are being used as a temporary proxy for total costs. The Department is moving toward an administrative cost allocation methodology that can someday result in a fully loaded cost.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of refund requests processed

Measure Type:

Workload (Output in PM&R)

Organization/Contact Person:

Title & Registration – Fee Services/Sheila Hadden

Description/Purpose of Measure:

The total number of refund requests processed in a given month.

This measure is used to examine Fee Services workload. It is also used to help prepare assessments of law changes and to address legislative questions.

How is Measure Calculated? What are the Primary Data Sources?

The measure includes all refund requests that are examined to determine whether refund should be approved, denied or whether more information is needed. The data are extracted from unit daily statistics. All applications for a refund received and processed each day are entered into an Excel spreadsheet by each employee. Daily numbers are automatically rolled up to month end.

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?

No baseline identified.

Target(s) Established?

No target identified.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | No |

Notes

- A definition/calculation for this measure has not yet been entered in the PM&R, but management is developing an operating definition for it.
- The Program Manager reports that there is some confusion about the use of the relatively new Excel spreadsheet, but that she is working with staff to resolve this.
- The Division has no real control over the number of refund requests processed, since they must process all that they receive.
- The number of refund requests received in any given month may not be equal to the number processed, since request received at month end may be processed in the following month. This does not impact the use or calculation of the measure, as long as the agency consistently counts the number processed at the same time each month.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Dollars refunded

Measure Type:

(Outcome in PM&R)

Organization/Contact Person:

Title & Registration – Fee Services/Sheila Hadden

Description/Purpose of Measure:

The dollar amount of all refunds issued in a given month.

This measure is important since refunds represent an offset to fee revenues.

How is Measure Calculated? What are the Primary Data Sources?

Each refund is part of a processing batch. Staff enters the number of applications processed per batch and the total dollars refunded for that batch into an Excel spreadsheet. The total amount of refunds paid over the course of the reporting month is entered into the PM&R.

The Revenue system produces a report of actual refunds paid by batch number that can be used to check the values in the spreadsheet.

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Program Manager

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline identified.
Not compared to peers.

**Target(s)
Established?**

No target identified.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | ? | No |

Notes

- These data are considered to be reliable, since they can be checked against a warrant register once refund warrants are issued. (Staff enters data directly into an Excel spreadsheet, and data can be cross-referenced against a monthly system-generated report.)
- The Division has no control over the number of dollars refunded.
- A definition/calculation for this measure has not yet been entered in the PM&R, but management is developing an operating definition for it.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of title transactions examined

Measure Type:

Workload (Input in PM&R) (Accuracy?)

Organization/Contact Person:

Title & Registration Field Support/Dan Brady

Description/Purpose of Measure:

The total count of title transactions examined or audited in a given month.

This measure is used to ensure that field offices are meeting their accuracy rate requirement and the quality of the end product is high.

How is Measure Calculated? What are the Primary Data Sources?

The number of title transactions that were examined by the close of business of the 15th of each month. (Transactions are included from the 1st of the previous month to the last business day of the previous month.)

"Examined" is defined as audit work is completed and result is entered into the Vehicle Field Service (VFS) system.

The number of transactions appears on VFS report #NCTERP.

Reporting Frequency:

Monthly (PM&R)

Target Audience:

Program Manager

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline identified (baseline definition in process)

**Target(s)
Established?**

No target identified.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| ? | Yes | Yes | Yes | Yes |

Notes

- This measure is a valid workload measure. It is not a true measure of accuracy or quality of field work. A better measure of this would be to look at the results or findings of the audits.
- Program staff believes this measure is well-understood and documented. (A definition or calculation of this measure has not been recorded in the comments section of the PM&R.)
- Staff are confident that the data are reliable and accurate
- Field Support tentatively plans to examine 4-5% of all title transactions received. Transactions are selected on a random basis.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Percent of title transactions examined

Measure Type:

Workload (Output in PM&R)

Organization/Contact Person:

Title & Registration Field Support/Dan Brady

Description/Purpose of Measure:

The total number of title transactions examined as a percent of the title transactions received

How is Measure Calculated? What are the Primary Data Sources?

This measure is calculated by taking the total number of transactions that were examined by the close of business of a given month and dividing them by the number of transactions that were received by the close of business of the same month. (Transactions are included from the 1st of the previous month to the last business day of the previous month.)

“Examined” is defined as audit work is completed and the result is entered into the Vehicle Field Service (VFS) system.

“Received” is defined as all title transactions recorded in the VFS for the time period.

The total number of transactions and the number examined appear on VFS report #NCTERP.

Reporting Frequency:

Monthly (PM&R)

Target Audience:

Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?

No baseline identified (baseline definition in process)

Target(s) Established?

No target identified.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | Yes | Yes | Yes | Yes |

Notes

- Program staff believes this measure is well-understood and documented. (A definition or calculation of this measure has not been recorded in the comments section of the PM&R.)
- Staff are confident that the data are reliable and accurate
- Field Support tentatively plans to examine 4-5% of all title transactions received. Transactions are selected on a random basis.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Accuracy rate

Measure Type:

Effectiveness (Output in PM&R)

Organization/Contact Person:

Title & Registration Field Support/Dan Brady

Description/Purpose of Measure:

The overall accuracy of title transactions as measured by an examination of a sample of transactions.

How is Measure Calculated? What are the Primary Data Sources?

Accuracy rate is calculated by taking the total number of rejected title transactions divided by the total number of transactions received. The result is expressed as a percent.

“Rejected” transactions are those that fail an examination based on certain criteria. These might include, for example, validity of ownership or right of ownership incorrect. In some cases but not all, misspellings or typographical errors could cause a reject.

Reject transactions and the reason for rejection are entered in VFS.

Reporting Frequency:

Monthly (PM&R)

Target Audience:

Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?

Baseline is 95% (the rate contractually required of County Auditors and subagents)

Target(s) Established?

No target identified.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | Yes |

Notes

- This appears to be an effective measure of the accuracy of field title work.
- There is a risk that the definition of “reject” could be somewhat subjective if guidelines for rejection are not clearly documented or understood by all examiners.
- A definition or calculation of this measure has not been recorded in the comments section of the PM&R.
- Data can be verified in the VFS.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Processing time (days)

Measure Type:

Customer Service Attributes/Service Quality

Organization/Contact Person:

Title & Registration Field Support/Dan Brady

Description/Purpose of Measure:

The total time it takes to process a field services vehicle transaction.

This measure is used to assess the ability of Field Services to deliver vehicle-related products to customers in a timely fashion.

How is Measure Calculated? What are the Primary Data Sources?

This measure is calculated by subtracting the date that the transaction was created in the field from the date that the transaction was mailed to the customer.

Reporting Frequency:

Monthly (PM&R)

Target Audience:

Program Manager

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline identified.
Not compared to peers.

**Target(s)
Established?**

No target identified.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | Yes |

Notes

- A definition or calculation of this measure has not been recorded in the comments section of the PM&R.
- The performance of this measure is constrained in part by federal requirements that vehicle documents must be delivered using U.S. Mail. Field offices are required to mail documents to headquarters by the close of business on the next business day after the transaction was processed. Documents are usually received by headquarters within 3-5 business days.
- The performance is also constrained by use of a contract imaging vendor for preparation and imaging of documents. The agency is planning to install imaging systems in field offices at some point in the future.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of record corrections completed

Measure Type:

Output

Organization/Contact Person:

Title & Registration Field Support/Dan Brady

Description/Purpose of Measure:

The number of record corrections that are made on work submitted by field offices.

This measure is used to identify opportunities for improvement in field offices and to identify training needs.

How is Measure Calculated? What are the Primary Data Sources?

This measure is calculated by counting the number of transactions with record corrections that occur in a given month. This information is recorded in the VFS.

“Record corrections” are mistakes that are made in the field that do not warrant a “reject”, and include both operator errors and system problems/constraints.

Reporting Frequency:

Monthly (PM&R)

Target Audience:

Program Manager

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline identified.
Not compared to peers.

**Target(s)
Established?**

No target identified.

| Valid? | Well- Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|-------------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | Yes |

Notes

- A definition or calculation of this measure has not been recorded in the comments section of the PM&R.
- Not all record corrections are a result of an error generated by field office staff. Some record corrections are necessary due to computer system constraints.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Training effectiveness rating

Measure Type:

Customer Service Attributes/Service Quality

Organization/Contact Person:

Title & Registration Training/Scott Black

Description/Purpose of Measure:

The average rating, by training participants, of the effectiveness of field services training.

This measure is used to evaluate the effectiveness of all training that Field Services delivers to field agents and subagents.

How is Measure Calculated? What are the Primary Data Sources?

This measure is under development. The measure may be an average overall score on a scale of 1-5 of trainee responses to several survey questions, or may be an average score for each survey question. Surveys are routinely distributed to all trainees following formal training sessions.

Reporting Frequency:

Annually (PM&R)

Target Audience:

Program Manager, Training Manager

| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
|--|-----------------------------------|
| No baseline identified. Not compared to peers. | No target identified. |

| Valid? | Well- Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|-------------------------------------|--------------------|------------------|----------------------|
| ? | ? | Yes | Yes | Yes |

Notes

- The use and analysis of this survey is under development. Each survey tabulation should also include the percent of trainees responding, to ensure that the sample size is large enough to use results. Accumulating surveys over the course of a year would help to ensure this.
- A definition or calculation of this measure has not been recorded in the comments section of the PM&R.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of customer contacts received by Field Support Administration

Measure Type:
Workload (Input in PM&R)

Organization/Contact Person:
Title & Registration Training/Scott Black for Pam Johnson

Description/Purpose of Measure:

The number of positive and negative calls received from customers by Field Support Administration.

This is a new measure. It is designed to capture information about the nature of customer calls.

How is Measure Calculated? What are the Primary Data Sources?

Administration will begin logging these calls beginning in January. Calls will be rated as "positive", "negative" or general questions. Positive and negative calls will be summarized in this statistic.

Reporting Frequency:
Monthly (PM&R)

Target Audience:
Program Manager

| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
|--|-------------------------------|
| No baseline identified. Not compared to peers. | No target identified. |

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| ? | ? | Yes | Yes | Yes |

Notes

- This measure is under construction. A definition or calculation of this measure has not been recorded in the comments section of the PM&R.
- This measure may be valid for use as a workload measure and for general feedback from customers. The measure should probably not be used to describe customer satisfaction because of sample and methodology limitations.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Survey score

Measure Type:

Effectiveness (Outcome in PM&R)

Organization/Contact Person:

Title & Registration Training/Scott Black for
Pam Johnson

Description/Purpose of Measure:

The average overall customer rating of field services on a scale of 1-5.

The purpose of this measure is to assess overall customer satisfaction with field services.

How is Measure Calculated? What are the Primary Data Sources?

This measure is under development.

Reporting Frequency:

Monthly (PM&R)

Target Audience:

Program Manager

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline identified.
Not compared to peers.

**Target(s)
Established?**

No target identified.

| Valid? | Well- Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|-------------------------------------|--------------------|------------------|----------------------|
| ? | ? | ? | ? | Yes |

Notes

- A definition or calculation of this measure has not been recorded in the comments section of the PM&R.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Percent of responding satisfied customers from a survey

Measure Type:

Effectiveness

Organization/Contact Person:

Vehicle Licensing/Lynda Henriksen

Description/Purpose of Measure:

The percent of customers surveyed who are satisfied with the services that they received.
(This measure is under development.)

How is Measure Calculated? What are the Primary Data Sources?

This measure will eventually capture opinions from customers who have completed transactions with the agency and customers for whom transactions were not completed for some reason. The program will attempt to collect information periodically through the year, so that they can assess customer satisfaction during peak workload periods.
Survey format and methods are to be determined.

Reporting Frequency:

N/A

Target Audience:

N/A

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

N/A

**Target(s)
Established?**

N/A

| Valid? | Well- Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|-------------------------------------|--------------------|------------------|----------------------|
| | | | | |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Percent of CO-40 money transactions not processed on day of receipt

Measure Type:
Timeliness, Service Attributes

Organization/Contact Person:
Vehicle Licensing/Lynda Henriksen

Description/Purpose of Measure:

The percent of all transactions (title and registration) containing money that are not processed by "County 40" or the headquarters customer service office on the same business day that transactions were received.

The purpose of this measure is to help ensure that the agency is in compliance with public law that requires money to be deposited within 24 hours of receipt (the next business day). The measure will also be used to examine peaks and valleys in workloads and to monitor the success of process improvement initiatives.

How is Measure Calculated? What are the Primary Data Sources?

The measure is calculated by dividing the total title and registration transactions that were not processed on the same business day as received by the total number of all title and registration transactions received. The measure is expressed as a percentage.

"Received" is defined as the day and time that the Mail Center picks up mail from the post office.

"Processed" is defined as all work in a folder is either accepted and the transaction is completed or the application is returned to the customer as incomplete, as evidenced by a log sheet in each folder.

When each folder, or batch of transactions, is complete a Customer Service Specialist enters information from the folder's log sheet into an Excel spreadsheet that automatically updates the PM&R. Data entered include the number of transactions, date work began, and date work is completed.

Reporting Frequency:
Monthly

Target Audience:
Program Administrator, Program Manager

| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
|--|-------------------------------|
| Baseline is zero percent. Not compared to peers. | Target is zero percent. |

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| ? | ? | Yes | Yes | ? |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

***Percent of CO-40 money transactions not processed on day of receipt
(continued)***

Notes

- This measure is intended to serve as an indicator of compliance with the legal requirement that funds must be deposited within 24 hours of receipt (next business day). It is not structured to measure absolute compliance with the law. Bank deposits occur the following business day after work is “processed” and may technically fall outside of the 24 hour window.
- This measure’s performance is somewhat out of the control of the Vehicle Licensing section, since it is dependent upon the timely delivery of mail by the mail room staff and peaks in customer transactions received. Work must be completed on the same day whether the mail arrives soon after the 8:00 a.m. (presumed time of “receipt” of transactions from the post office) or later in the day.
- Because of the nature of this measure, it should be used to measure the collective performance of the mail operation and CO-40 in processing funds in a timely fashion.
- Because processing time is dependent on the workload mix (title transactions versus registration transactions) and volume this measure should be used in conjunction with other measures. These might include a measure of workload by type, and a measure of the accuracy of transactions received, such as “percent of transactions returned to customers”. (The agency currently tracks returned mail.)
- The PM&R does not include a definition/calculation for this measure. There is no written definition or instructions for completing this calculation, although it is understood by the people that must produce the data.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

| |
|---|
| Performance Measure: Percent of transactions returned to customers |
|---|

| | |
|---|--|
| Measure Type: Workload (Output in PM&R) | Organization/Contact Person: Vehicle Licensing/Lynda Henriksen |
|---|--|

Description/Purpose of Measure:

The percent of total transactions processed (title and registration) that are returned to customers due to submission or other customer errors. (Data are available by type of error and by error source.)

This measure is used to assess workload, since returns represent a large component of Vehicle Licensing's work.

How is Measure Calculated? What are the Primary Data Sources?

Data for this measure are taken directly from transaction folder logs. Any transaction that is to be returned to the customer for any reason is logged as a return and a simple reason is given (check box.) This information is entered into an Excel spreadsheet by the same Customer Services Specialist that enters transaction processing information, and is automatically rolled up into the PM&R.

| | |
|--|---|
| Reporting Frequency: Monthly | Target Audience: Program Administrator, Program Manager |
|--|---|

| | |
|--|-------------------------------|
| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
| No baseline identified. Not compared to peers. | No target identified. |

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|--------|-------------------------|-------------|-----------|---------------|
| Yes | ? | Yes | Yes | Yes |

Notes

- The PM&R does not include a definition/calculation for this measure. Management of this program is working on an operational definition for this measure.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of record corrections completed

Measure Type:

Workload, Effectiveness

Organization/Contact Person:

Vehicle Licensing/Lynda Hendriksen

Description/Purpose of Measure:

The number of corrections made to title records because of agency or system errors (not fee errors).

This measure is used to understand Vehicle Licensing's workload related to corrections. This measure will be used to supplement Field Support audit data so that the agency can focus its attention on improving agent and subagent performance and to determine the need for system edits or replacement.

How is Measure Calculated? What are the Primary Data Sources?

This measure counts the number of record corrections (all correct types and all agents) that were made during a given month. The information is extracted from a data sheet the staff members fill out as they complete the review and correction of records. (Beginning Monday November 22, 2004 the information beginning October of 2004 will be entered from data sheets into an Excel spreadsheet by a newly-hired Customer Services Specialist. The Excel spreadsheet has been designed to collect data and populate the PM&R.)

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Program Managers

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline identified. The baseline will be determined by numbers collected in the month of October, 2004.
Not compared to peers.

**Target(s)
Established?**

No target identified.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | Yes |

Notes

- The Program Manager uses this information to understand workload. The data may also be presented by correction type, County, office and agent so that Field Support can take corrective action and/or develop training for specific offices and agents.
- This information will be used in conjunction with audit data collected by Field Support to create a picture of each field office's overall performance.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of days for title processing

Measure Type:

Customer Service Attribute/Service Quality

Organization/Contact Person:

Title & Reg. Services/Deb McCurley

Description/Purpose of Measure:

The number of calendar days from remittance date to release of title for printing and mailing. This measure is used to monitor the timeliness of the part of the title process over which the program has control. The measure will also be used to monitor changes in process timeliness as improvements to business processes and automated systems are made. This measure replaces "Time (in days) required to process a new title"

How is Measure Calculated? What are the Primary Data Sources?

The measure is calculated taking the difference in days between the "Remittance Date" and the "Title Release Date". The number appears on a routine report generated from the Imaging System.

"Remittance Date" is the date that a field worker enters the title into the Vehicle Field Services system by hitting the "finalize" key for processing. Remittance Date is recorded in the Vehicle Field Services System. Through an interface, the date is also available in the Imaging System.

"Release Date" is the date that the title is electronically released/shipped to a vendor for printing and mailing to the customer. Release Date is maintained in the Imaging System.

Reporting Frequency:

Monthly (Marshall PM&R)

Target Audience:

Program Administrator, Program Managers

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No benchmark identified.
Not compared to peers.

**Target(s)
Established?**

No target identified.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | Yes |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Number of days for title processing (continued)

Notes

- This measure is directly related to the program's desire to improve the title delivery process. Timeliness will be monitored as enhancements are made to document preparation, scanning, title examining, exceptions and release processes, and if the Vehicle Field Services system re-platforming is approved and funded.
- The measure is not intended to address the timeliness of getting a title to the customer, since it does not include the time it takes the print/mail vendor to issue the title.
- The Program Administrator believes data are reliable.
- A possible issue with data reliability is being managed by the program. Title transactions are sent to the print/mail vendor in batches. Currently, there is no way to hold selected transactions that require further attention without holding an entire batch. (Some transactions may be processed in a less than timely fashion because of these holds, skewing results.) The program staff manually adjusts for these transactions in the data. A system enhancement will solve this problem in the near future.
- Program management has control over this measure's results. Current business processes and automated systems limit the ability of management to improve timeliness. Currently, all title applications and supporting documents must be sent to headquarters for prepping, scanning, and exceptions that must be researched and cleared. In addition, the system does an electronic check to identify stolen vehicles. Once the title has completed these steps it can be submitted to the printing/mailing vendor for distribution to the customer. Titles are submitted to the vendor once per week (each Saturday).
- A brief note about the calculation of this measure appears in the comment section of the PM&R. Otherwise, the definition and calculation of this measure is not documented.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number and percent of vehicle registrations processed, by type (headquarters, field, Internet)

Measure Type:

Workload

Organization/Contact Person:

Title & Reg. Services/Deb McCurley

Description/Purpose of Measure:

This measure describes the total number of vehicles in all classes by the type of location they were processed in (headquarters, field, Internet).

How is Measure Calculated? What are the Primary Data Sources?

This measure is developed by querying the VFS transaction warehouse to determine the total number of vehicle registrations in all use classes (commercial, truck, passenger, motorcycle trailer, etc.) and identifying the number of transactions processed by DOL staff in CO 40, in Morton, at an agent or subagent office, or via the Internet. This is an ad-hoc report.

Reporting Frequency:

Irregular (LBR)

(Monthly statistical reports show number of registrations by use class, but not by where/how the registration was processed.)

Target Audience:

Division Management, Program Management

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline identified.
Not compared to peers.

**Target(s)
Established?**

No target identified.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | No |

Notes

- The definition and calculations for this measure are well-understood, but not formally documented.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Revenue collected for every dollar spent

Measure Type:

Efficiency

Organization/Contact Person:

Title & Reg. Services/Deb McCurley

Description/Purpose of Measure:

The total sum of Vehicle Field Services revenue collected divided by actual monthly expenditures

This measure is used to evaluate the efficiency of revenue collection efforts.

How is Measure Calculated? What are the Primary Data Sources?

This measure is calculated by taking the total revenue from all field transactions (as reported in the Vehicle Field System) and dividing it by actual monthly expenditures reported in AFRS.

Reporting Frequency:

Monthly (PM&R)

Target Audience:

Department administration, Program Administrator

Benchmark/Baseline Established? How created? Compared to Peers?

No baseline established.
Not compared with peers.

Target(s) Established?

No target established.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | Yes |

Notes:

- Actual expenditures are maintained in the Agency Financial Reporting System (AFRS). AFRS data are two months' delayed.
- AFRS includes direct expenditures only. Indirect costs/administrative overhead are not reflected. The Department is in the process of developing a cost allocation model that can be used to supply overhead cost information for all cost-related measures.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of occurrences where document preparations and scanning exceed four business days.

| | |
|--|--|
| Measure Type: Timeliness (Service Quality in PM&R) | Organization/Contact Person: Title & Registration Imaging/Jim Booker |
|--|--|

Description/Purpose of Measure:

The number of times a complete Remittance Day's work is not prepared or scanned within the required four business days.

This measure is used to ensure that the imaging services vendor (Coastal) is meeting its contractual requirements for timely preparation and scanning of agency documents.

How is Measure Calculated? What are the Primary Data Sources?

An "occurrence" is defined as any time some or all of a Remittance Date's transactions are not scanned within four days of the date they were received by Coastal Imaging. All work relating to transactions completed on a specific Remittance Day from all sources (field and CO-40) must be completed within four business days of receipt or an occurrence will be generated. Only work that is specifically identified as "late work" (lost in the mail, late in the mail for example) will be exempted.

"Remittance Date" refers to the date that a vehicle transaction was entered into the Vehicle Field Services System and related money was remitted, or collected.

Work related to a specific "Remittance Day" arrives at Coastal Imaging throughout a five day period. Coastal Imaging sends the Program Manager a daily e-mail report of work received (by Remittance Date) and work completed/scanned (by Remittance Date). The Program Manager enters this information into an Excel spreadsheet. This spreadsheet, developed by the Project Office, uses a special algorithm to calculate Coastal Imaging's days to process and to identify "occurrences", if any.

| | |
|--|---|
| Reporting Frequency: Monthly | Target Audience: Program Administrator, Program Manager |
|--|---|

| Benchmark/Baseline Established? How created? Compared to Peers? | Target(s) Established? |
|--|--|
| Baseline is not yet recorded in the PM&R, but the baseline is established within the contract – 10.8 million documents imaged each year, or 9,000 batches a day. | Target is established within the contract. |

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Number of occurrences where document preparations and scanning exceed four business days (continued)

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| ? | ? | Yes | Yes | Yes |

Notes:

- This measure is complex. The Program Manager and Project Office have worked to develop an algorithm to calculate the result. This is built into an Excel spreadsheet, but is not yet described in narrative form. It is extremely important that this measure's definitions, assumptions, calculations and data sources be documented.
- Data appear to be verifiable and appear to be reliable, since Coastal Imaging's daily report of work can be validated by mail room reports/visits and by the imaging system's reports.
- This measure helps to ensure that Remittance (REM) Day's work is processed in a timely fashion. For that reason, it is important to report it.
- This measure may not be the best test of Coastal Imaging's performance, however. A much more straightforward test might be to track the batches received by Coastal (irrespective of Remittance Date) and determine if these were processed within the four day window. Data to complete this calculation is readily available. (The manager notes that mail is sorted into REM days by the mailroom and then delivered to Coastal. This is important because the report generated by Coastal also goes to TREC (and other Title and Registration sections) and is used to work exception reports. The report also lets the TREC teams know which REM days are available online for processing.)

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Average cost per document scanned

Measure Type:

Efficiency

Organization/Contact Person:

Title & Registration Imaging/Jim Booker

Description/Purpose of Measure:

The average cost of each document scanned by Coastal Imaging.

This measure is designed to evaluate the efficiency of document imaging. This measure may also be used to help evaluate future scanning options, including scanners in each field office.

How is Measure Calculated? What are the Primary Data Sources?

This measure is taking total monthly expenditures for the Coastal Imaging contract plus supplies divided by the total number of images scanned during the month.

Expenditure data is tracked in the Agency Financial Reporting System, or AFRS.

Total number of images scanned is provided by the Document Imaging System.

This measure has been reported for the past two years.

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Program Manager

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

Baseline is not yet established, but historical cost to agency has been about 3 cents per image. Comparative cost data are available from an industry association (ARMA, or Association for Management Professionals)

**Target(s)
Established?**

Not yet established.

| Valid? | Well-Specified/Defined? | Verifiable? | Reliable? | Controllable? |
|---------------|--------------------------------|--------------------|------------------|----------------------|
| Yes | ? | Yes | Yes | Yes |

Notes:

- This measure has been reported for the last two years.
- The Program Manager may re-define "cost" to include the personnel cost of Department of Licensing staff that are assisting Coastal Imaging with document preparation. This will provide a much more complete picture of agency scanning costs.

Appendix 4F
DOL Tools and Reports

DOL Agency Oversight Performance Management Tools/Reports

Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|---------------------------------|---|--|--|---|
| Agency Activity Inventory (AAI) | <p>The AAI was introduced in 2002 and required by Office of Financial Management (OFM) 2005-07 Budget Guidelines.</p> <p>The AAI links agency activities and performance measures to the Governor's Priorities of Government.</p> <p>The AAI is intended to become the standard performance measure report prepared by all agencies for oversight purposes.</p> | <p>The AAI was submitted as part of the 2005-2007 DOL Budget Request and reviewed as part of the budget package by OFM, Governor, and the Legislature.</p> <p>The AAI is intended to be a primary tool for communicating government results to stakeholders and the public. OFM is unsure of to what degree they are reaching this audience.</p> <p>Some measures that appear in the AAI also appear in DOL's operational measures. However, the agency does not see the AAI as a management tool.</p> | <p>About half of the 60 measures identified are workload measures.</p> <p>The are 20 Revenue generation measures, 8 service attribute measures, 4 social outcome measures and a sprinkling of quality and cost measures.</p> | <p>This tool is in the developmental stage of becoming a universal oversight tool for the Governor and Legislature. It is intended to replace the Performance Progress Report currently published on the OFM website.</p> <p>Measures are not yet reported on a regular basis. Regular reporting of actual data on the web is targeted for 1st quarter results of 2005-07 biennium.</p> <p>DOL sees the preparation of the AAI as a task that is separate from internal performance management activities.</p> |

DOL Agency Oversight Performance Management Tools/Reports

Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|------------------------------------|--|---|---|---|
| Performance Progress Report (PPR). | <p>The (PPR) is intended to demonstrate progress on the goals from agency strategic plans. The measures are published in the OFM website and are intended to be the standard performance measure report prepared by all agencies for oversight purposes.</p> <p>The PPR is being phased out and will be replaced with the Agency Activity Inventory discussed above.</p> | <p>The performance measures in the progress report are linked to the agency's budget presentation. They are reviewed as part of the agency budget package and available on the OFM website to review progress towards stated goals.</p> | <p>The PPR includes a short list of four measures:</p> <ol style="list-style-type: none"> 1. Vehicle title transfers completed. 2. Number of license tabs issued. 3. Average driver license wait time. 4. Average completed calls per day at the Driver Services Customer Service Unit. | <p>The measures do represent a mix of output, timeliness, and productivity measures. The measures do not provide a full or balanced view of the activities undertaken by DOL. The measures in the PPR also are used in internal management reports</p> <p>This tool is being replaced by the AAI.</p> |

DOL Agency Oversight Performance Management Tools/Reports

Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|--|---|---|--|--|
| 2005-2007 DOL Budget Request – Decision Package Performance Measures | In addition to Agency Activity Inventory the budget also includes decision package performance measures. These measures are intended to demonstrate the impact of a proposed budget requests on agency performance. | Decision package performance measures are used by the Governor and Legislature to make resource allocation decisions. It is not clear how much impact the performance measures have on the Governor and Legislature's decision-making processes. | According to OFM guidelines, decision package performance measures should include output, outcome and efficiency performance measures. DOL includes primarily output measures in decision packages. Some placeholders for performance measures are left blank. | Decision packages include rather lengthy justification for additional funding requests. Performance measures have been a relatively minor piece of DOL's presentations. |
| Governor's Performance Agreement (GPA) with the Director. | The GPA is intended to create accountability for implementing the agency's strategic plan. Quarterly updates are required. | The GPA is viewed as a "to do" list that the Director promises to complete. At DOL Performance Agreements cascade through the organization, down to the program manager level. DOL reports to the Governor and reviews progress on internal Performance Agreements quarterly. | Most items in the Performance Agreements are project related, such as, "Complete the UNISYS migration by X date." There are a few performance standards such as the 20 minute average wait time at the Licensing Service Centers. | The Performance Agreements are an effective tool for aligning efforts among management. It also creates visibility of the Governor's Agreement down to the program management level of the organization. It is clear that DOL takes the GPA seriously and focuses on delivering promised results. |

DOL Agency-wide Performance Management Tools/Reports Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|---------------------------------|--|---|--|--|
| Licensing Business Review (LBR) | <p>The LBRs are presentations made by division Assistant Directors (ADs) about division performance. The audience is the Executive Leadership Team.</p> <p>The process is intended to promote managing with measures and encourage cross-divisional understanding, collaboration, and performance improvement.</p> | <p>The LBR process began in the Spring of 2004. Initially, each division made a presentation every six weeks. In the fall of 2004, the schedule is being revised to quarterly presentations that coincide with other department performance reporting requirements.</p> <p>DOL is in the process of cascading the LBR process down to the program level with training programs on managing with measures for program level management. Program management within each division will begin a similar presentation of measures to peers within each division.</p> | <p>Each AD includes a short list of measures in their division presentation.</p> <p>Full time employee equivalents (FTEs) budget allotment relative to actual is a measure that is required in all presentations.</p> <p>The division can present up to 5 additional measures of their choosing – with the only caveat being that not all can show positive results. These five measures can change from one presentation to the next. Examples of optional measures include: Average customer wait time, Driving Under the Influence hearing dismissals, cost of service delivery, number of vessels titled and registered.</p> | <p>DOL management interviewed say they do benefit from the process. The LBR has helped to increase understanding and collaboration among divisions, and has increased management's understanding of how measures can be used to become a valuable management tool.</p> <p>Even though the measures presented each session can change, each measure must show a trend over a period of time to provide context.</p> <p>It is not apparent that each division has developed a standard set of performance measures that are reported on a regular basis.</p> |

DOL Agency-wide Performance Management Tools/Reports

Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|----------------------------|--|---|--|--|
| DOL Performance Agreements | Performance Agreements within DOL are intended support the fulfillment of the Director's Performance Agreement with the Governor. Quarterly updates are required. | At DOL, Assistant Director Performance Agreements support the Director's Performance Agreement with the Governor. In turn, Program manager and administrator agreements support the Assistant Director's Agreement. DOL reviews progress on internal performance agreements quarterly. | Most items in the Performance Agreements are project related, such as, "Complete the UNISYS migration by X date." There are a few performance standards such as the 20 minute average wait time at the Licensing Service Centers. | The Performance Agreements are an effective tool for aligning efforts among management. It also creates visibility of the Governor's Agreement down to the program management level of the organization. It is clear that DOL takes the GPA seriously and focuses on delivering promised results. |

Driver Services Division Performance Management Tools/Reports

Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|---------------------------------------|---|---|---|--|
| Drivers Examining Workload Model | The purpose of the Workload Model is to provide a snapshot of Licensing Service Office (LSO) performance. The report is used by all levels of management and LSO staff. | It is the primary management tool used for managing LSO performance at all levels of management. Staff at LSO's are aware of wait time goals and the wait time "grades" they receive. | The Model includes wait times, wait time "grades", staff utilization rates, and utilization rates that are adjusted by "diversity factors" that take into account the demographics of each LSO's customers. | The Workload Model is the primary management tool at all levels of the division. The report does not address service quality. Some of the calculations are very technical and may not be well understood by LSO supervisors and staff. |
| Driver Responsibility Workload Report | The Workload Report summarizes processing turnaround times relative to established goals. | The report is used by the Program Administrator to communicate and manage workload. | The report includes turnaround times for documents processed. Some documents that are processed also list the number of items backlogged. | The Workload Report is the primary tool for managing workload and processing turnaround times. It does not measure processing quality or efficiency. |

Driver Services Division Performance Management Tools/Reports Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|----------------------------------|--|---|--|--|
| Hearing and Interview Statistics | <p>The statistics are used to communicate and manage hearing and interview workload in total, by regions and individual.</p> <p>The tool summarizes workload, productivity and quality measures.</p> | <p>The statistics are used to communicate and manage workload, processing times, and service quality.</p> <p>It is used by the Administrator and Managers as their primary performance management tool.</p> | <p>The report include the number of interviews and hearing conducted, events per hearing officer per month or week, and quality measures based on review of case files and hearing tapes.</p> | <p>This is one of the few performance management reports that address productivity, quality and timeliness.</p> <p>The system relies on manual data entry to Excel spreadsheets that are compiled.</p> |
| Driver Services Fee Study | <p>The Fee Study reports the actual costs of providing services relative to the fees collected for those services and compares fees to other States for the Legislature.</p> <p>This report is required by the Legislature every biennium.</p> | <p>The Legislature uses the report to determine whether fees charged for DOL services should be adjusted.</p> | <p>The Fee Study includes costs per unit and fees charged by product or service type and for total service provided.</p> <p>The report attempts to include fully loaded costs, allocating overhead and revenue generated by each product or service.</p> | <p>The fee study is a report produced for the Legislature and is not used as a management tool internally.</p> |

Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|---|---|--|--|---|
| Performance Management & Reporting (PMR) repository | The PM&R is an Excel spreadsheet-based repository for collecting, calculating and graphically displaying performance information. The tool was developed by T.S. Marshall Associates Inc. | The Vehicle Services division is using this spreadsheet to collect its operating performance measures and data. The PM&R does not contain all measures that are used by Vehicle Services for operating purposes. Vehicle Services management determined that the PM&R should not contain many of the statistics or measures that were routinely reported elsewhere unless they were needed to perform another calculation in the spreadsheet. | The PM&R provides information about the measure, measure type, its baseline, target and actual data, and reporting frequency. The PM&R also allows the Division to weight certain measures, identify a "breakpoint" performance. The spreadsheet can calculate % success and measure status. A comments field can capture limited information about each measures definition and/or calculation. | The PM&R will serve as the primary repository for performance data for Vehicle Services. Managers and staff will have different levels of access to the data for purposes of updating and viewing performance. T.S. Marshall has also developed several subsidiary spreadsheet applications for Vehicle Services that perform calculations and load the results into the PM&R. |

Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|----------------------------|---|--|--|---|
| Vehicle Services Fee Study | The Fee Study reports the actual costs of providing services relative to the fees collected for those services and compares fees to other States for the Legislature. | The Legislature uses the report to determine whether fees charged for DOL services should be adjusted. | The Fee Study includes costs per unit and fees charged by product or service type and for total service provided. The report attempts to include fully loaded costs, allocating overhead and revenue generated by each product or service. | The fee study is a report produced for the Legislature. Vehicle Services is also attempting to use the Fee Study as a tool to allocate costs. |

**Information Services Used by Transportation Programs
Performance Management Tools/Reports
Summary of Attributes**

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|--|---|--|--|---|
| Service Level Agreements (SLA) & Service Level Performance Reports | The SLA develops a common understanding between service provider and customer regarding service level expectations in measurable terms. | The SLA and Performance Reports are used to monitor actual service levels relative to customer expectations. | The SLA includes percent of application availability, customer satisfaction, help desk coverage rates, expenditures relative to budget, full time employee equivalent counts relative to plan, targets for the cost, quality and timeliness of new applications and system enhancements. | The SLAs have well documented performance measures that are reported on to the customer quarterly. The performance measures are well balanced. They address customer satisfaction, cost, quality, and timeliness. The SLA is an effective means of understanding and fulfilling customer needs. |

Administrative Services Used by Transportation Programs
Performance Management Tools/Reports
Summary of Attributes

| Tools/Reports | Purpose | How Used | Types of Measures and Information | Comments |
|--|--|--|--|---|
| Customer Service Center Service Level Agreements (SLA) & Performance Reports | SLAs develop a common understanding between service provider and customer regarding service level expectations in measurable terms. Monthly performance reports summarize actual performance relative to plan. | The SLAs and performance reports are used by customers to monitor actual service levels relative to agreed upon standards. The Customer Service Center manages daily operations using the many of the same measures that appear in the SLAs. | The SLAs and performance reports include the following measures: % busy signals, abandoned calls, email turnaround rates, % of calls answered within agreed upon waiting period (ranges from 2-5 minutes), and productivity rates. | The SLA measures are well documented and actual performance is reported to the customer monthly. The SLA is an effective means of understanding and fulfilling customer needs. The Customer Service Center has developed a strong culture of managing with measures and uses call statistics to manage daily operations. |
| Administrative Services Balanced Scorecard | The Balanced Scorecard is used to communicate and manage performance priorities. | It is the primary tool used for communicating performance expectations and reporting results. | The Balanced Scorecard includes accuracy rates, percent reduction in undeliverable driver's licenses, percent of call center busy signals and abandoned calls. | Performance expectations are clear and performance measurement system is concise and well understood. |